

Kendric R. French
Box 447 Walnut Creek 2068



Property of Henry Roskie

Kendric R. French

Box 447 Walnut Creek 2068.

45 ✓

Letter Writing, Indexing, and Filing

95 ILLUSTRATIONS

Prepared Under Supervision of

CLARA BUSHNELL

PRINCIPAL, SCHOOL OF ENGLISH
INTERNATIONAL CORRESPONDENCE SCHOOLS
IN COLLABORATION WITH

CLARENCE STRATTON, Ph.D., Director of English in
High Schools, Cleveland, Ohio

H. C. HAUSMAN, Adviser on Indexing and Filing Systems

LETTER WRITING
INDEXING
FILING

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PREFACE

The volumes of the International Library of Technology are made up of Instruction Papers, or Sections, comprising the various courses of instruction for students of the International Correspondence Schools. The original manuscripts are prepared by persons thoroughly qualified both technically and by experience to write with authority, and in many cases they are regularly employed elsewhere in practical work as experts. The manuscripts are then carefully edited to make them suitable for correspondence instruction. The Instruction Papers are written clearly and in the simplest language possible, so as to make them readily understood by all students. Necessary technical expressions are clearly explained when introduced.

The great majority of our students wish to prepare themselves for advancement in their vocations or to qualify for more congenial occupations. Usually they are employed and able to devote only a few hours a day to study. Therefore every effort must be made to give them practical and accurate information in clear and concise form and to make this information include all of the essentials but none of the non-essentials. To make the text clear, illustrations are used freely. These illustrations are especially made by our own Illustrating Department in order to adapt them fully to the requirements of the text.

In the table of contents that immediately follows are given the titles of the Sections included in this volume, and under each title are listed the main topics discussed.

INTERNATIONAL TEXTBOOK COMPANY

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LETTER WRITING

(PART 1)

INTRODUCTION

1. Importance of Letter Writing.—The ability to write a good letter is an accomplishment, the importance and usefulness of which can hardly be overestimated. Every one has more or less letter writing to do, and for this reason a knowledge of the essential requirements of good correspondence is of great value. The amount of letter writing practiced may be estimated from the fact that every day about 14,300,000 pieces of mail pass through the New York post office.

A person unfamiliar with the usages of good correspondence is greatly handicapped in both his business and his social life. An untidy, poorly arranged, awkwardly worded, and carelessly written letter repels the reader and leads him to form an unfavorable opinion of the ability and the habits of the writer. On the other hand, a letter neat in appearance and concise and courteous in language impresses the reader favorably and impels him to receive with attention and interest the message it contains.

To the business man especially, the ability to write good letters is essential; but many business men, in other respects quite capable, are unable to write effective letters. For this reason they value highly the services of an assistant who has a thorough knowledge of modern ideas in letter writing, and who can write letters that produce the desired results. A well-written letter may do the work of a salesman, and at much less cost; it may collect money from slow-paying debtors; it may appease complaining customers, or it may secure some other commercial advantage.

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The requirements of business correspondence will be emphasized in this treatment of the subject of letter writing. Social letters will be discussed in a separate Section. It must be remembered, however, that the principles set forth apply, for the most part, to social letters also.

2. Requirements of a Letter Writer.—Foremost among the things essential for success in letter writing is a knowledge of English. This includes thorough familiarity with the principles of grammar and composition and the rules of punctuation and capitalization. Letter writing demands correct spelling, proper capitalization, careful choice of words, skilful structure of sentences, and judicious paragraphing to break the message into units that will make it easy to read.

Another essential is familiarity with the right material and the correct arrangement of the various parts of a letter. Here, too, might be mentioned the importance of clear, legible penmanship or neat typewriting.

A knowledge of human nature is helpful in letter writing, for if you understand how to adapt your message to the reader, your chances of winning success are greatly increased.

For the writer of business letters, familiarity with business customs is indispensable. This includes the ability to handle correctly all the details involved in various types of business transactions—buying, selling, collecting, etc.—and a thorough understanding of approved methods of handling and filing correspondence.

The correspondent should also possess a knowledge of the requirements of postal regulations suited to his needs. Thus if he has to deal only with letters to residents of this country, an especial study of foreign-postage regulations may not be necessary, but if he has to send considerable mail to other countries, he should know the postal regulations regarding such mail.

MAKE-UP OF A LETTER

MATERIALS

3. Paper.—The paper and all other materials used in writing should be of good quality. A letter written on cheap-looking paper is sure to impress the recipient unfavorably. On the other hand, a letter neatly written on good stationery makes a favorable impression even before it is read.

Nearly all business letters are written on *letter paper*, which is in flat sheets, generally from 8 inches by 10 inches to 9 inches by 11 inches in size. For short business letters, smaller sizes (5 inches by 8 inches to $5\frac{1}{2}$ inches by $8\frac{1}{2}$ inches) may be used. Bond paper is preferred, as it is durable and may be obtained in any desired thickness. Ruled paper is rarely used. A set of heavy lines placed under the sheet will show through and furnish a guide for any one who is unable to write straight or to space the lines properly. Of course, most business correspondence is typewritten.

In social correspondence *note paper* is generally used; that is, paper with four pages to the sheet. This comes in a great variety of styles and sizes, varying from 4 inches to 6 inches in width, and from 6 inches to 9 inches in length. The larger sizes are used mostly by men.

4. White paper is always in good taste for business stationery, though many concerns secure distinctiveness by the use of colors. Light tints of gray, blue, green, or brown are most effective. Care should be taken to avoid colors that prevent the writing from being easily read. For instance, pronounced or dark tints of orange, blue, yellow, or pink should be shunned.

Correspondence among the different departments of a large business concern may be facilitated by using colors. For

instance, blue paper might be used for reports of salesmen, and a yellow tint for letters relating to credits and collections.

In stationery for social correspondence many tints are available, as colored paper is more generally used than in business letters.

5. Envelopes. — The envelope should correspond in quality and color with the paper, and should be large enough to enclose easily the letter sheet when it is properly folded. If note paper is used, the length of the envelope should exceed the width of the sheet of note paper; for example, an envelope $5\frac{1}{4}$ inches long is suitable for $5'' \times 8''$ commercial note. The length of the envelope used with letter paper should be a little more than half the length of the sheet; thus, for a $9'' \times 11''$ sheet the envelope should be about 6 inches long. For legal documents, manuscripts, official communications, and other bulky messages the official envelope (about 4 inches by 9 inches) is used.

Envelopes should be *opaque*, so that they will not reveal their contents, and *durable* enough to stand long journeys and rough handling.

6. Ink.—Black or blue-black ink of good quality is best for all correspondence. Colored inks are not considered in good taste, and are likely to fade. Black ink is preferred in type-written letters, though blue and blue-black are also used.

ARRANGEMENT OF THE LETTER

7. There is no question about the importance of effective wording of the subject matter of the letter, but it is well to remember also that the reader is influenced strongly by the first impression the letter makes upon him, and is likely to judge his correspondent by the appearance and arrangement of the letter. He expects to find that various parts are arranged in certain definite form. A variation from these accepted standards is likely to give him an unfavorable opinion of the writer, and make him less receptive to the message the letter contains.

Therefore the principles of good arrangement, which will now be explained, deserve close attention

8. Parts of a Letter.—The usual parts of a letter are six: (1) The heading; (2) the address; (3) the salutation; (4) the body; (5) the complimentary close; (6) the signature.

In Fig. 1 is shown a skeleton arrangement of these parts with indentions of lines as they frequently appear in letters. In Fig. 2 is shown another skeleton arrangement, which differs from that shown in Fig. 1 only in respect to the indentions of lines. The arrangement of lines without indentions is modern practice which is extensively followed.

OUTLINE

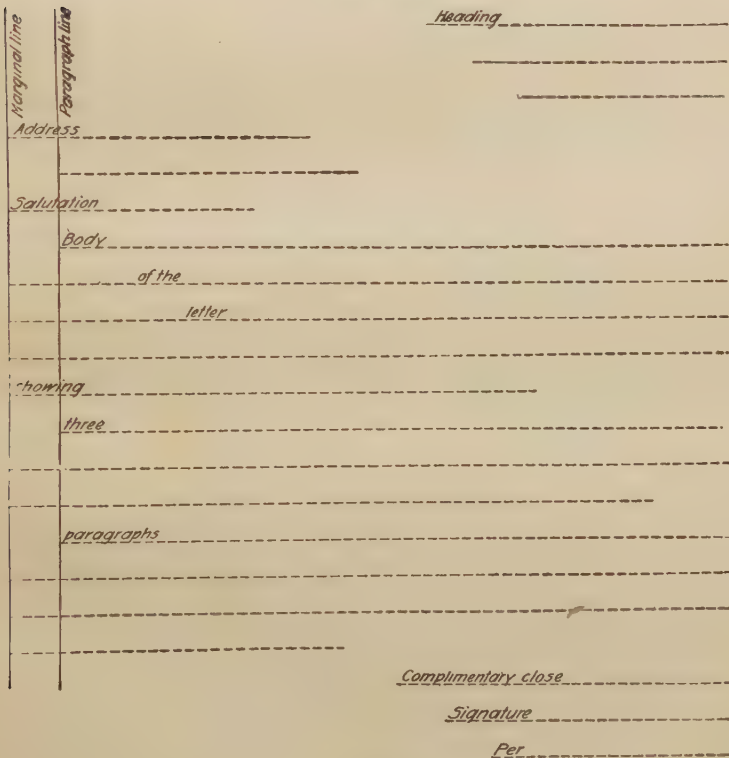


FIG. 1

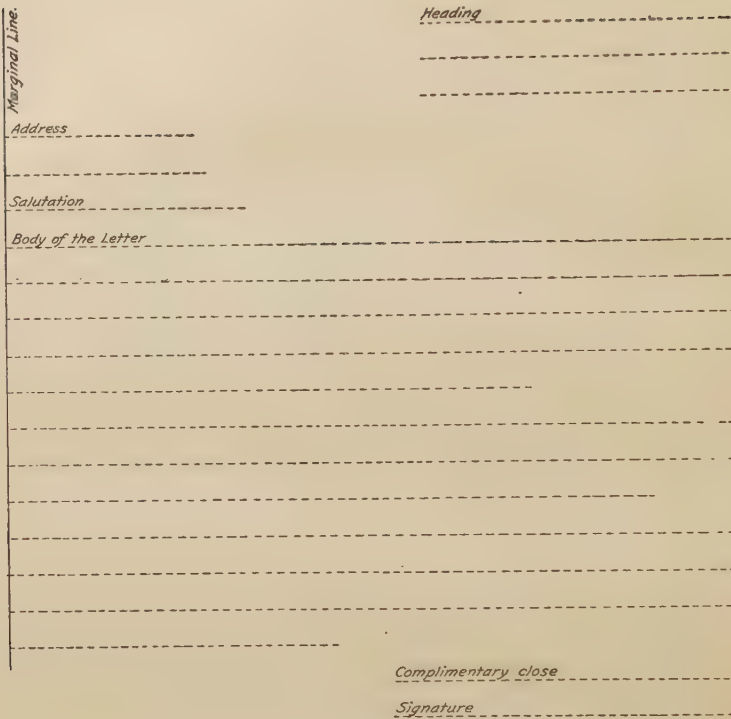


FIG. 2

Specimen letters shown at about one-half their actual size are illustrated in Figs. 3, 4, and 5.

HEADING

9. Form and Location.—The heading includes the address of the writer and the date. On business stationery the address is always printed and is arranged in various ways. The only item to be added to the heading of letters written on such stationery is the date. When the heading has to be written or typed it may occupy from one to three lines. It was formerly always written in the upper right-hand corner of the page, but modern usage permits placing it in the center at the top, as

Keokuk, Iowa,

Aug. 13, 1922.

International Correspondence Schools,
Scranton, Pa.

Gentlemen:

In reply to your advertisement in *The World Today*, kindly send me full information about your courses of study in Engineering and Mechanical Drawing.

I am a graduate of the high school of Keokuk and have completed an apprenticeship of four years in the large shops of the Keokuk Machine and Tool Company.

I am ambitious to qualify for the positions of foreman and general superintendent of this or a similar shop. I now realize that my chances of reaching such positions are very limited without technical education in the branches named above.

Kindly send me, by return mail, your descriptive catalogue and state the cost for text books, and the time required to complete these courses. I shall also be pleased to know what success your graduates in these branches have attained.

I await a prompt reply.

Yours respectfully,
Wm. A. Tourjay.



International Correspondence Schools

SCRANTON, PA.

August 16, 1922

Mr. Wm. A. Tourjay
Keokuk, Iowa

Dear Sir:

We take pleasure in answering your letter of August 13 about our courses of study in Mechanical Engineering and Drawing.

These courses have been prepared by men of practical as well as theoretical training in these branches. Their aim has been to prepare a series of textbooks that would contain only such information as must be of practical value to the student and yet all that may be needed for efficiency in the higher positions in their respective vocations. In the compilation of these textbooks we have had in mind the student whose time is limited and who will have to master these lessons without the aid of a personal instructor. The mechanical principles to be taught are presented in language that is clear and concise and in a form that can be readily retained. The working exercises are preeminently practical.

The time required to complete these courses depends very much on your previous education, your perseverance in pursuing your studies, and the amount of time you devote to them each day. One who can spare only two hours each evening after work will probably require two and a half or three years to complete the Courses. Your high-school education and practical experience in the machine shop will be of great advantage to you and should enable you to complete the course in much less time than the average student.

In reply to your request for information about the success of our students, we inclose a few of the many voluntary testimonials and letters of appreciation from our grateful graduates. The originals of hundreds of similar letters may be read at our offices.

The price for a course includes all books necessary in its study, information blanks, envelopes, postage on all mail sent to you, complete instruction, and a Diploma upon graduation.

Your inquiry has been forwarded to our Representative, who will call on you soon and give you any additional information desired. We hope to enroll you as a student.

We thank you for your letter and we assure you if you enroll with us it shall be our aim to make your Course a profitable investment for you.

Yours very truly,

International Correspondence Schools

FIG. 4

well as in the upper right-hand corner. It is incorrect to place the date between the street address and the name of the city, the correct order being street address, city or town, state, date. A safe rule to follow is: *Use as few lines as possible without making the heading look crowded and awkward.*

The heading serves two purposes: (1) It gives complete information as to where a reply should be sent; (2) it states definitely when the letter was written. Therefore, the full post-office address should be given in the heading, and the date should never be omitted, for often it is very important to know just when a letter was written.

If the place from which the letter is written is a small one, its name should be followed by that of the county. Even in the case of large cities, it is always advisable to give the name of the state, for the names of many places are duplicated in other states. For instance, there are nine Scrantons, six Philadelphias, and fifteen Brooklyns in the United States.

Some firms now regard it unnecessary to write the name of the state when the letters are written in some very large city as *Chicago, Brooklyn, Denver, San Francisco, Philadelphia*, as it is assumed that the city mentioned is the one best known by that name, as *Chicago, Ill.; Brooklyn, N. Y.; Denver, Colo.* It is always safe, however, not to omit the name of the state.

The form *New York City* has come into general use and need not be followed by the name of the state. If the form *New York* is employed, it should be followed by either *N. Y.* or *New York* to indicate the state.

10. The street number should be written in figures, and should not be preceded by "No." or "#." Numbered streets and avenues under ten should be written in full; as, *Third Street*. Above ten, figures may be used: as *17th Street*. *East* or *West* or the name of any street or city should not be abbreviated. *No. 13 E. 4th Street, Phila.* is wrong; *13 East Fourth Street, Philadelphia* is right. *#1681 B'way, N. Y. City* should be written *1681 Broadway, New York City*. The names of most of the states may be abbreviated. A list of the abbreviations

SILVER SONS INVESTMENT COMPANY

CAPITAL \$1,500,000

LA SALLE AND HURLEY STS.
DENVER, COLORADO

December 24, 1922

Mr. LeRoy Bankson
3962 Lindell St.
St. Louis, Mo.

Dear Sir:

The enclosed card entitles you to a handy, loose-leaf pocket-size INVESTMENT RECORD book, in addition to any information you may want to request.

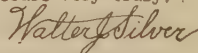
We are reserving one of these flexible Record Books for you pending your return of this card; and we shall also be glad to give you investment information that will be of interest and value to you as a conservative investor.

In deciding upon the best, safest, and most profitable way to invest your money, you should know your investment house and be sure of its clear record and unfailing dependability under all conditions over a period of years. Our record of 67 years' proven safety is in itself positive assurance to you of the stability and reliability of Silver BANK SAFEGUARDED Bonds - 100% SAFE SINCE 1855.

Silver Sons, the oldest banking house in Denver, is still in a position to offer you as high as 7% interest on the best type of first mortgage real estate bonds.

Your Investment Record Book and further information will be mailed to you immediately upon receipt of the enclosed card.

Yours very truly,

Walter J. Silver
Vice President

WJS:SLC

that are approved by the Post-Office Department is given in the following Section.

Words that immediately precede or follow a number in figures should not be abbreviated. *W. 86th St.* is wrong; *West 86th Street* is right. Figures should not be used to designate the name of the street if the house number immediately precedes. *1315 Twenty-third St.* is better than *1315 23d St.*

11. Date.—The date should never be omitted. It comes last in the heading, and is so arranged that the end of the line is at the right-hand margin of the page. It may be on a line by itself or on the line with the names of the city and the state. On business stationery the position of the date depends upon the printing of the letter head.

The month should not be indicated by a figure; as, *12/5/1922*, for many would be in doubt as to which was meant, the fifth day of the twelfth month, or the twelfth day of the fifth month. The names of the months are often abbreviated except those for May, June, and July, which should always be written in full. Some persons prefer not to abbreviate March. Sometimes the appearance of the heading is improved by writing the names of other months in full.

The numeral indicating the day of the month should not be followed by *d*, *st*, or *th*, when the year is written; thus *May 3, 1923*, should be written instead of *May 3rd, 1923*. The figures indicating the year should be given in full. Write *1923*, not *'23*.

12. Punctuation.—The parts of the heading are separated by commas. A period is placed after each abbreviation, and frequently one is written after the date. Some authorities advocate the omission of punctuation, except the period after abbreviations, at the end of lines in the heading, the address, and the superscription on the envelope; and this practice is growing more general. However, even where most punctuation is omitted, certain items should be separated by commas; as, *Washington, D. C. and December 6, 1922*. Whether punctuation is omitted or used, the style decided upon should be followed consistently for all similar purposes. Every word in the head-

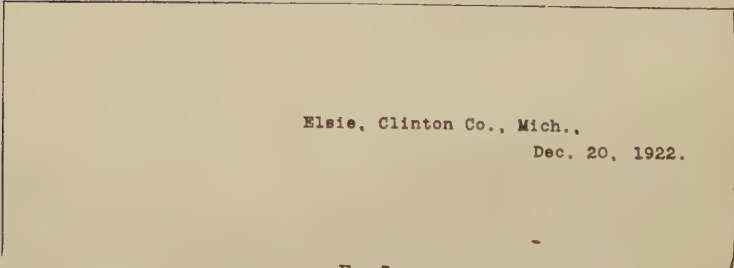
ing begins with a capital letter, except *of*, *the*, and similar words, in such titles as *House of the Good Shepherd*.

13. Specimens of Headings.—In Figs. 6 to 13, inclusive, are shown different arrangements of headings, the margins of the sheets being indicated by the rules. The size of the letter sheet as indicated in these examples is approximately half of its actual size, and consequently the typewriter lines appear proportionately reduced.



Flint, Mich., June 3, 1922.

FIG. 6



Elsie, Clinton Co., Mich.,
Dec. 20, 1922.

FIG. 7

623 Washington Ave.,
Scranton, Pa.,
Jan. 5, 1923.

FIG. 8

520 Pennlynn Ave.
Rochester, N. Y.
June 10, 1922

FIG. 9

36 Broadway, Cleveland, Ohio
May 1, 1923

FIG. 10

563 Euron St.
Cairo, Illinois
Oct. 30, 1922

FIG. 11



INTERNATIONAL CORRESPONDENCE SCHOOLS
Scranton, Pa.

January 15, 1923

FIG. 12



Womans Institute
of Domestic Arts & Sciences, Inc.
Scranton, Pa

January 15
-19 23

FIG. 13

EXAMPLES FOR PRACTICE

1. Arrange the following headings properly, correcting all errors in them, and using capital letters and punctuation marks wherever necessary. Use paper of regular size.

- (a) harrisburg 608 3rd st pa june 6th '23
- (b) williams college williamstown mass oct 10 1922
- (c) texas san antonio 613 harrison ave 3-6-23
- (d) 1068 n madison ave ny city jan 14 1923
- (e) no 162 sixth street st paul minn feb 6 '23
- (f) february 3d 1923 ohio 60 glen ave columbus
- (g) henry co kentucky bethlehem aug 1st 1923
- (h) washington d c 248 pennsylvania ave n w 7-27-22
- (i) 44 fifth ave boston mass 4-19-23
- (j) apartment 37 1321 pa ave washington d c april 27 '23

2. (a) Write the correct heading for a letter written by you today at your home. (b) Write the correct heading for a letter dated on your last birthday from a small town in the county in which you live.

ADDRESS

14. The address includes the name and the title of the person addressed and the place to which the letter is sent; it may occupy from two to four lines. The first line begins at the lefthand margin and contains the title and the name. If the title is long, it may be put on a separate line, following the name. The next line contains the street and number or other local address, followed on the next line by the name of the city or town and the state or country. In the older established form, each line begins about $\frac{1}{2}$ inch farther to the right than the line above it. Some writers prefer to have all the lines begin at the margin. This is described as the block address. (See Fig. 5.) Copies of business letters are generally filed for reference; therefore the address should be complete, as a matter of record and as a means of identification. The word *City* should never be used instead of the name of the place, either in the letter or on the envelope.

As mentioned in Art. 12, it is coming to be the general practice to omit punctuation at the end of each line of the address, except in the case of a period after an abbreviation.

Examples of different ways of arranging the address are given in Figs. 14, 15, 16, 17, and 18.

15. Titles and Names.—As a matter of courtesy the name of your correspondent should be written as he customarily signs it and it should be accompanied by the proper title. If he signs himself *John R. Johnson*, address him accordingly, not as *J. R. Johnson* or in some other way. Spell his name correctly and be sure to use the proper initials. Be careful also about his title. Use the correct title of address, as *Mr.*, *Dr.* Frequently it is advisable to give the business title also, as *secretary*, *manager*. Your correspondent may take some pride in the fact that he holds a certain position and will be pleased if you use the title signifying that position.

Mr., the contraction of *Mister*, is used in writing to a man, unless he possesses some other distinctive title.

Esq., the abbreviation of *Esquire*, may be used after the name in addressing a lawyer, a justice of the peace, or other person to whom especial respect or recognition of some special rank or position is being shown.

Mr. and *Esq.* should never both be used in the same title. In the United States, *Mr.* is preferable; in England, *Esq.* is more common.

Master is the proper title to precede the name of a boy. After the age of fifteen has been passed, *Mr.* is preferable. *Master* is never abbreviated.

Messrs. is the abbreviation of *Messieurs*, the plural of the title given to a man in French. It is used in addressing a firm of two or more men, or a firm composed of both men and women; as, *Messrs. Mears and Hagen*. Some writers prefer to omit *Messrs.*; as, *Hilkins and Dale*. No title is used in addressing a corporation, the name of the corporation being used, as given on its letter-head; as, *International Textbook Company*. Note that in many cases the article *the* is not a part of the name of the corporation.

Miss is used in addressing an unmarried woman, unless she possesses some other title, as *Professor* or *Doctor*. Its plural is *Misses*; as, *The Misses Johnson*.

Mrs., the abbreviation pronounced *Missis*, is used in addressing a married woman. Generally the husband's name follows the title, if he is living; as, *Mrs. Charles Long*. A widow may use her own given name if she prefers; as, *Mrs. Sarah Long*.

Mme., the abbreviation for *Madame*, is a title often applied in the United States to a woman who carries on business under the French style, as a milliner. The title is more formal than *Madam*, its English equivalent.

Mmes., the abbreviation of *Mesdames*, a French term the equivalent of the English word *Ladies*, is used in writing to a firm of women; as, *Mmes. Lord and Tuttle*.

Professor is a title which should be applied only to those who have an indisputable right to it. Properly it applies to one holding a chair or professorship in an institution of learning legally authorized to confer academic degrees. As a matter of courtesy it is sometimes applied to heads of departments in other educational institutions. After the name may be given an academic title; as, *Professor J. Jones, Ph. D.*

Hon., the abbreviation of *Honorable*, is applied to judges, members of the President's Cabinet, members of Congress, governors, mayors, and all other high officers of the government, even after they no longer hold office; as, *Hon. Joseph H. Choate*.

Dr. (Doctor) is applied to physicians, dentists, doctors of philosophy, or persons holding any other academic degree of doctor. In addressing a physician, use *Dr.* before the name; as, *Dr. E. A. Jones*, or *M. D.* after it; as, *E. A. Jones, M. D.*, but never use both; as, *Dr. E. A. Jones, M. D.* Likewise a dentist may be addressed as *Dr. R. L. Cole*, or *R. L. Cole, D. D. S.* (or *D. M. D.*), but never *Dr. R. L. Cole, D. D. S.*

Jr. (Junior) applies to the younger of two persons—usually father and son—that have the same name. It comes after the name; as, *A. B. Jones, Jr.*

The older person may be designated as **Senior (Sr.)**, but this title is rarely used.

Rev. (Reverend) is applied to clergymen, including pastors, priests, and rabbis; as, *Rev. A. E. Sutton*, or *the Rev. Mr. Sutton*. *The Rev. Sutton* should never be used. This title is

also applied to bishops of the Methodist Episcopal Church; other bishops are addressed as *Right Reverend* (*Rt. Rev.*).

The following titles are applied to Roman Catholic clergymen: A cardinal: *His Eminence*; an archbishop, *Most Reverend*.

Business titles like *Superintendent*, *Agent*, *Manager*, *Cashier*, *Secretary*, *Treasurer*, are written after the name; as,

*Mr. George L. Akin, Cashier,
Traders Bank,
Scranton, Pa.*

Sometimes the title is so long that it requires a separate line; as,

*Mr. Henry M. Dusenberry
Superintendent of Schools
Binghamton, N. Y.*

When a person has more than one title, use the one that is appropriate to the capacity in which you address him. For instance, if a doctor is a member of congress, he should be addressed as *Hon. John Jones* in letters referring to his public affairs, and as *Dr. John Jones* in letters concerning his medical practice.

A firm name should be written with accuracy and as the firm itself gives it. Some firms include the word *The* as a part of the firm name. Some spell the word *Company* in full, others abbreviate the word and use *Co.* Some separate the names by commas; others do not. Some write the word *and* while others use *&* instead of *and*. There is no established form, but a safe rule to follow is: *Use the spelling and hyphenation given in the letterhead of the firm.*

16. Scholastic Titles.—Scholastic titles include the various degrees conferred by universities and colleges. The bachelor's degrees, B. A., B. S., etc., are conferred upon students at the completion of the prescribed college course. The master's and doctor's degrees, M. A., Ph. D., etc., are conferred

after additional years of graduate study. In general this is true also of the engineering degrees, C. E., M. E., etc.

In formal letters, the higher degrees, as D. D., LL. D., Ph. D., etc., may be used in the address. It is customary in business correspondence with engineers to append the title C. E., M. E., or E. E. to the name of an engineer entitled to it. These titles and also the title M. D., are professional as well as scholastic and may properly be used in an address, superscription, or signature. It is in bad taste, however, to append a purely scholastic title, as M. A. or LL. D., to one's signature. Non-professional titles like A. B., Ph. B., B. S., etc., are generally not used in letters. They are found on the title pages of books, in catalogs, etc.

Accompanying is a list of abbreviations of some of the more common scholastic degrees and miscellaneous titles.

ABBREVIATIONS OF DEGREES AND TITLES

A. B. or B. A.	Bachelor of Arts	Dr.	Doctor
Adj. Gen.	Adjutant General	E. E.	Electrical Engineer
Adm.	Admiral	E. M.	Engineer of Mines
Agt.	Agent	Esq.	Esquire
A. M. or M. A.	Master of Arts	Fin. Sec.	Financial Secretary
Atty.	Attorney	Gen.	General
B. D.	Bachelor of Divinity	Gov.	Governor
B. C. L.	Bachelor of Civil Law	Hon.	Honorable
B. P., B. Ph., or Ph. B.	Bachelor of Philosophy	Jr.	Junior
B. S. or B. Sc.	Bachelor of Science	Lieut., Lt.	Lieutenant
Brig. Gen.	Brigadier General	L. H. D.	Doctor of Letters or Humanities
Capt.	Captain	LL. B.	Bachelor of Laws
C. E.	Civil Engineer	LL. D.	Doctor of Laws
Col.	Colonel	LL. M. or M. L.	Master of Laws
Com.	Commander	Lt. Col.	Lieutenant Colonel
Cor. Sec.	Corresponding Secretary	Lt. Gen.	Lieutenant General
D. C. L.	Doctor of Civil Law	Maj.	Major
D. D.	Doctor of Divinity	Maj. Gen.	Major General
D. D. S.	Doctor of Dental Surgery	M. C.	Member of Congress
D. Litt. or Litt. D.	Doctor of Literature	M. C. E.	Master of Civil Engineering
		M. D.	Doctor of Medicine
		M. E.	Mechanical Engineer
		Messrs.	Messieurs

ABBREVIATIONS OF DEGREES AND TITLES—*Continued*

Mgr.	Manager	Rec. Sec.	Recording Secretary
Mme.	Madame	Rev.	Reverend
Mmes.	Mesdames	Rt. Rev.	Right Reverend
Mr.	Mister	Sec.	Secretary
Mrs.	Mistress or Missis	Sen.	Senator
Mus. B.	Bachelor of Music	Sergt.	Sergeant
Mus. D.	Doctor of Music	Sr.	Senior
Ph. D.	Doctor of Philosophy	Supt.	Superintendent
Ph. G.	Graduate in Pharmacy	Treas.	Treasurer
Pres.	President	Vice-Pres. or V. P. . .	Vice-President
Qm. G. . . .	Quartermaster General	V. S.	Veterinary Surgeon
R. A.	Rear Admiral		

SALUTATION

17. The salutation is placed at the left-hand margin, just below the address. The form is determined by the relation between the writer and the person addressed. In business letters where the relation between the writer and the reader of the letter is not very close, *Dear Sir* is generally used in writing to a man; *Dear Madam* in writing to a woman, whether single or married; *Gentlemen* in writing to several men or to a firm, whether that firm be composed entirely of men or of both men and women; and *Mesdames* in writing to several women or to a firm composed of women. *Dear Sirs* is no longer considered in good taste and *Gents* should never be used. The name of the person addressed may be included in the salutation. *Dear Mr. Smith* is advisable in the case of personal acquaintances or in letters to a correspondent to whom you have previously written or with whom you have corresponded at length. *Friend Smith* is not good. Prefixing *My* to the salutation makes it more formal; as, *My dear Sir*, *My dear Mr. Smith*. Note that in these cases *dear* is not capitalized.

In writing to a firm or corporation, it is correct to use a plural salutation, even though the firm may conduct its business under the name of an individual. Fig. 18 illustrates this.

The salutation is generally followed by the colon (:); as, *Dear Sir*: though in informal letters the comma may be used, as *Dear Tom*, Do not write a name above the salutation; as,

Mr. John Jones,

Dear Sir:

and do not use a name alone as a salutation; as, *Mr. John Jones*: *My dear Mr. Jones* is right.

Never use any abbreviation in the salutation, except *Mr.*, *Mrs.*, or *Dr.*

When the annotation *Attention of* is used in a letter it may be placed on a line with the salutation, further to the right of the sheet, or it may immediately precede the salutation. In letters of this kind the salutation to be used depends upon the inside address. This is illustrated by Fig. 18.

Figs. 14, 15, 16, 17, and 18 illustrate the proper arrangement of the heading, the address, and the salutation. Notice the punctuation. Every figure is consistent in following a certain method, though not all follow the same method.

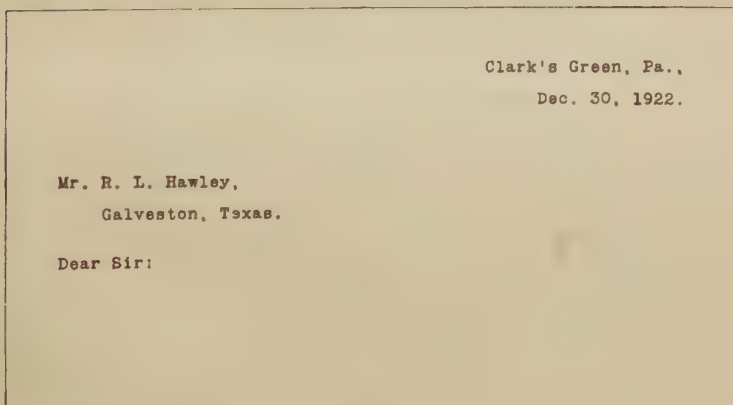


FIG. 14

Oakwood, Cambridge, N. Y..

Nov. 17, 1922.

Mr. J. W. Hunt,
Superintendent of Schools,
1381 Broadway,
Albany, N. Y.

Dear Sir:

FIG. 15

16 Glen Avenue

Schenectady, N. Y.

June 17, 1922

Mrs. A. H. Sutton
683 Summit Road
Jersey City, N. J.

Dear Madam:

FIG. 16

Williams College

Williamstown, Mass.

Sept. 30, 1922

Mr. J. B. Mackey
Postmaster
Portland, Ohio

Dear Sir:

FIG. 17

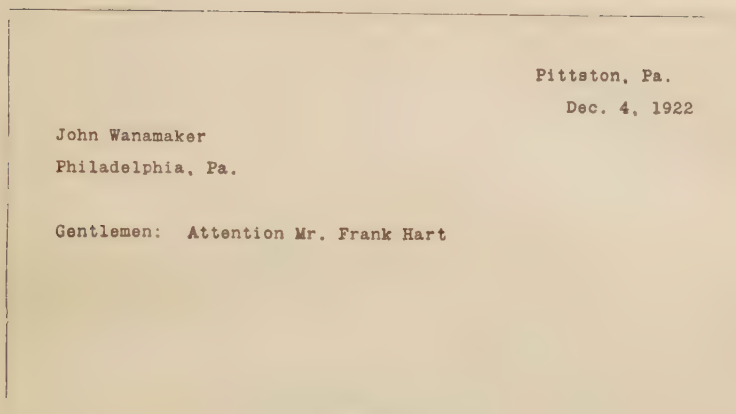


FIG. 18

EXAMPLES FOR PRACTICE

1. Review carefully Arts. 14 to 17, inclusive; then write the addresses which follow. Supply the salutation that would be proper in each case, and see that your work is correct as to arrangement, punctuation, and use of capital letters. Draw lines to indicate the edges of the letter paper.

- (a) sears roebuck and company chicago ill
- (b) miss mary elwood 16 benton road springfield mass
- (c) mr john burton traffic manager 13 burr building topeka kansas
- (d) henry skinner 1126 river street sandusky ohio
- (e) george a brown 630 pine woods ave troy n y
- (f) carl valentine fry 427 river st bellefonte pa
- (g) col richard newhouse commanding officer madison barracks
sackett's harbor n y
- (h) g w perry asst cashier fourth national bank superior wis
- (i) the star millinery company 557 mears bldg scranton pa
- (j) a g fielder asst supt water resources branch u s geological survey
washington d c

2. Write correctly the following headings, addresses, and salutations. Wherever the items are given in incorrect order rearrange them, and correct any errors that may occur in form.

- (a) oct 14 1921 phila penn 1134 market st mr george m alvord
10 oakwood ave columbus ohio dear sir
- (b) centre terrace lackawanna county olyphant pa 10th december
'22 harvey m saxe harrisburg pa my dear mr saxe

(c) pittsfield massachusetts r f d 1 1-13-22 hiram houghton bedford county virginia bedford city my dear sir

(d) washington illinois nov 6 1922 miss pearl sutcliffe 113 olive street syracuse new york dear madam

(e) 7-4-23 dalton pennsylvania miss dorothy wallis mgr star shoe store 709 trust annex liverpool ohio my dear miss wallis

BODY OF THE LETTER

18. The body of the letter begins on the line below the salutation, and just to the right of it. Succeeding paragraphs should begin at the same distance from the margin. The width of the margin should be such as will give a good display to the body of the letter, and may vary from $\frac{1}{2}$ inch to 1 inch. A short letter may have wide margins, and plenty of space at the top and bottom of the page. The margins at the left and right should be about equal.

Typewritten letters are generally single spaced between lines, with double spaces between paragraphs, and are frequently written in the block style, the style illustrated in Fig. 5. Short letters may be double spaced. Likewise in pen-written letters, the space between paragraphs is double the space between the lines of a paragraph. Handwriting is not so readable as type, therefore handwritten letters require more paragraphing than typewritten matter. The block style is not to be recommended for handwritten matter. The indention of the first line of each paragraph is preferable in letters of this kind.

In letters written on letter paper, only one side of the sheet is used. If the letter requires more than one page, only the first page should have a letterhead. The paper in all pages should be of uniform size and quality. The letter should be so arranged that the last page will contain at least one or two lines besides the complimentary close and the signature. When note paper is used, all four pages of the sheet may be utilized. If only two pages are needed for the letter, the first and third pages may be used and the second page left blank. If more than two pages are used, they should be written on in the regular order; that is, 1, 2, 3, 4, not in any other order.

COMPLIMENTARY CLOSE

19. The complimentary close begins a little to the right of the middle of the line. It should correspond in style to the salutation; for instance, it would be wrong to use with a formal salutation like *My dear Sir* a familiar ending like *Yours most cordially*. The form of complimentary close that is best is determined by the nature of the letter and the relations existing between the writer and the recipient.

Respectfully yours or *Yours very respectfully* is the close corresponding to *My dear Sir*, *My dear Madam*, etc., in the salutation. *Dear Sir*, *Dear Madam*, *Gentlemen*, and similar salutations, call for *Yours truly*, *Yours sincerely*, *Yours respectfully*, or some similar closing. *Yours respectfully* is especially suitable in letters to superiors. It is not considered courteous to omit *Yours* and write merely *Sincerely* or *Respectfully*. *Yours* may, however, either precede or follow the other words in the close. Either *Yours sincerely* or *Sincerely yours* is correct.

Only the first word of the close is capitalized, and no abbreviations should be used; as, *Yrs. truly*, *Yours*, etc. The close should be followed by a comma (,) and should not be preceded by such phrases as *I am*, *Believe me*, *I beg to remain*, and *Hoping to hear from you soon*. Phrases like the last, in which the participial form of the verb is used; that is, verb forms ending in *ing*, are especially to be avoided, for the participle lacks force, and its use gives the end of the letter a flat, lifeless tone. *Hoping to be able to serve you* is by no means so strong as *We hope to be able to serve you*.

SIGNATURE

20. The signature should come on the next line after the complimentary close and should be so placed as to end near the right-hand margin. In regard to the signature, two points should be observed: (1) Write the name in full; as, *James Y. Oliver*; (2) make the signature legible.

Because so many signatures cannot be read easily, there has been introduced recently the practice of typing the correct

spelling of the signature immediately below the handwritten one. This is illustrated in Fig. 5.

As a rule no title should either precede or follow the signature, though a person acting in an official capacity may often properly indicate his position; thus,

Alexander Williams
General Manager

Ella S. Marks
Executrix

A married woman may use her husband's name; as, *Mrs. Samuel R. Hawley*, or she may sign her own name, prefixing *Mrs.* in parentheses; as, *(Mrs.) Ella Hawley*. The latter form is used by widows. Sometimes this form is used: *Ella Hawley (Mrs. Samuel R. Hawley)*. If a woman's signature is not preceded by *Mrs.*, it is assumed that she should be addressed as *Miss*. Some, however, think that an unmarried woman should place the word *Miss* within marks of parentheses either before or below her name.

Often a person signs for a firm. In such cases he should write his own name or initials on the line below, prefixing *by* or *per*; thus,

Parker and Butts
per W. N. Butts

Sometimes the official title of the signer is given; if so, *per* or *by* is omitted; as,

Smith and Jones Company
W. A. Smith, President

The same rules of punctuation apply here as in the heading and the address. (See Art. 12.)

The forms in Figs. 19, 20, 21, and 22 show how the complimentary close and the signature should be arranged. Figs. 23 and 24 show the arrangement of the different parts of a letter and illustrate two different methods of punctuation at the ends of the lines in the heading, address, and signature. They should be carefully studied.

We shall give your order immediate attention, and ship the goods to you tomorrow.

Yours truly,

Henry J. White

FIG. 19

If you can come here for a personal interview, let us know.

Respectfully yours,

Overland Sales Co.

By *E. M. K.*

FIG. 20

We assure you we regret the delay, and hope it doesn't inconvenience you seriously.

Very truly yours,

S. J. Smith

President

FIG. 21

Send the seeds to me by express, but the rest of the order by freight.

Yours truly,

Mrs. Henry C. Weed.

FIG. 22

The New Wall Paper Company,
132 River St.,
Pittston, Pa.

68 Poplar Ave.,
Scranton, Pa.,
Sept. 6, 1922.

Gentlemen:

Kindly tell us what you can about the capability of Mr. Carl J. Uhl. He has applied to us for a position as inside salesman, and gave you as one of his references.

Very truly yours,

Beedle and Brown.

FIG. 23

Henry, Elwood & Sisk
1016 Mainton Boulevard
Portland, Oregon

31 Union Square
Dover, Ohio
Oct. 6, 1922

Gentlemen:

Unless you hear from me to the contrary, you may expect me to report ready for work on December first.

Sincerely yours,

S. R. McHale

FIG. 24

EXAMPLES FOR PRACTICE

1. Review carefully Arts. 19 and 20; then arrange properly the complimentary closes and signatures that follow. Supply all necessary punctuation and capital letters.

- (a) sincerely yours g hawley pierson
- (b) yours very respectfully e w robinson and company
- (c) very truly yours mrs ella gossard
- (d) yours truly the troy bazaar o h rought president
- (e) fraternally yours a p brown pres
- (f) yours gratefully william j thomas

2. Arrange properly the headings, addresses, salutations, complimentary closes, and signatures that follow, correcting all errors in form. Leave several lines blank to indicate the body of the letter.

(a) chicago ill 608 yates ave april 6th 1923 mr o y keising toledo ohio dear sir yours truly m r brewster

(b) 32 burr building saint paul minn 8-14-23 miss josephine clemminshaw president red cross society pennylynn pa dear madam sincerely yours mrs george siegfried

(c) pensacola florida jan 10 '23 mr william h secor superintendent of motive power scranton pa dear mr secor very truly yours robert elwood.

(d) peoples saving bank the bowery and e 9 st new york n y 4-2-23 sherman advertising agency blackman bldg jersey shore pa gentlemen your check etc yours truly peoples savings bank frank whitman cashier

(e) office of miller advertising company inc 27-35 n college ave huntingdon tex june 21 1923 mr fred wilson acting pres the crow assurance corporation 545-9 guaranty trust bldg milwaukee wis my dear mr wilson we have received etc cordially yours miller advertising company inc j r miller sec

(f) 534 harrison ave carbondale pa january 3 '23 ginn and company publishers new york city gentlemen attention mr john adams the books etc. yours truly the globe store henry c roberts henry c roberts president

POSTSCRIPT

21. The postscript (from the Latin *post scriptum*, meaning written after) is something added to a letter after the signature. Ordinarily, the postscript includes ideas that had not occurred to the writer while the letter was being written or it discusses something that happened after the letter was signed. Another

common use of the postscript is to emphasize some important point; for instance, in a sales letter, *Let us have your order at once, for our special discount offer expires on June first.*

The abbreviation, P. S., formerly used to introduce the postscript, is now generally omitted. Postscripts should be used sparingly.

SUPERScription

22. The superscription is the address written on the envelope—the one by which the mail clerk sorts the letter and the letter carrier delivers it. It should, therefore, be legible, correct, and complete, including all items necessary to insure the certain delivery of the letter without delay. Millions of pieces of mail matter are sent to the Dead-Letter Office every year because of incomplete, inaccurate, or illegible addresses.

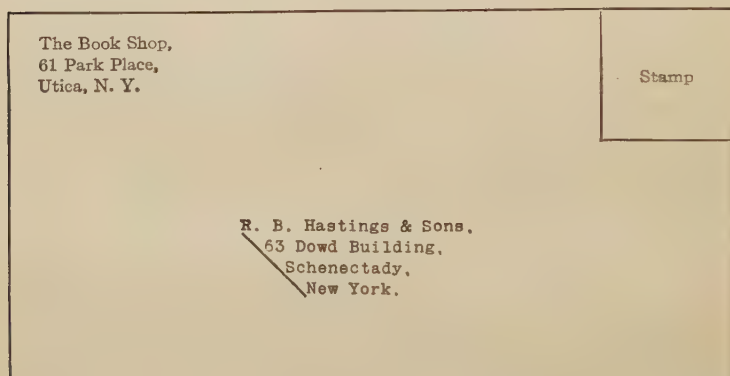


FIG. 25

In arranging the superscription, take care that the parts are well balanced, with sufficient space between the lines to make them easy to read. The first line contains the name and the title of the recipient, unless the title is so long that it requires a separate line. This first line is placed a little below the middle and midway between the ends of the envelope. Each successive line may begin a little farther to the right than the one above it. The block arrangement may also be used.

All lines should be an equal distance apart and parallel to the lower edge of the envelope. They should be equally indented each time so that an imaginary line will touch the beginning of each line. (Note the slanting line in Fig. 25.) Another arrangement is that shown in Fig. 26, where all lines begin at the same distance from the left-hand edge of the envelope.

If the second line is not required for the title, it should contain the local address. Below this comes the name of the town

S. R. McKay, Pittstown, N. Y.	Stamp
Mr. E. L. Simpson, Pine Grove Mills, Centre Co., Pennsylvania.	

FIG. 26

or city, and on the last line is the name of the state, which should be written in full unless it is very long, as *Massachu-*

Return in 10 days to Smith, Davis & Klein, Traders Bank Building, Minneapolis, Minn.	Stamp
Mr. Henry C. Smith, Oswego Centre, Washington Co., Indiana.	
R.F.D. 6	

FIG. 27

setts or *Pennsylvania*, in which case it may be abbreviated. Only the abbreviations approved by the postal authorities should be used for the names of the states. A list of these is given in the following Section.

K. Lytle Jones 1091 Broadway Unadilla, N. H.	
Miss Blanche C. Sickler Ocean House Manasquan Inlet New Jersey	
Care of Mrs. R. D. Jones	

FIG. 28

Return in 5 days to J. F. Hollister Box 1019, Scranton, Pa.	
Mr. Harvey L. Johnson 62 Newton St. Dickson City Pa.	
Care of Chas. Singer	

FIG. 29

A letter addressed to a small place should include the name of the county in the address. This may be placed in the lower left-hand corner of the envelope, or on the third line if no local address is given.

Return in ten days to
International Correspondence Schools
Scranton, Pa.

Mrs. Ella G. Harding
Alta Vista House
Windham Junction
Illinois


Greene Co.

FIG. 30

When the address is an office building, the number of the room should be given, as shown in Fig. 25.

If the items of the address require more than four lines, one may be placed in the lower left-hand corner, as shown in Figs. 27 to 30.

The rules given in Art. 12 for the punctuation of the address apply also to the superscription. In Figs. 25, 26, and 27, punctuation has been used at the ends of the lines; in Figs. 28, 29, and 30, punctuation at the ends of the lines has been omitted, except after abbreviations. Either method is correct, but the same style should be followed in all similar parts of the letter.



INTERNATIONAL CORRESPONDENCE SCHOOLS
SCRANTON, PA., U.S.A.

Mr. Theodore W. Sims
702 Madison St.
Sandusky, Ohio

FIG. 31

In some cases so-called window envelopes having a transparent section in the front of the envelope are used. The letter is so folded and inserted that the address of the letter comes under the window, or transparent part, and is visible through it. Thus the labor of writing the superscription on the envelope is avoided. Fig. 31 shows the appearance of a window envelope with a letter enclosed.

STAMP

23. The stamp is placed in the upper right-hand corner of the envelope about $\frac{1}{8}$ inch from the end and an equal distance from the upper edge. In affixing the stamp, take care that it is right side up and that its edges are parallel with the edges of the envelope.

Be careful that the amount of postage is sufficient, especially in letters to foreign countries, as double the amount of the deficient foreign postage must be paid by the recipient. The collection of extra postage at the delivery post office is an annoyance to both the postal employe and the recipient of the letter.

RETURN ADDRESS

24. To insure the return of a letter to the writer in case of non-delivery, the name and address of the writer should be written or printed in the upper left-hand corner or across the left margin of the envelope. The address of the sender on the envelope is equivalent to a request to return the letter if it is not delivered in due time.

Business houses having extensive correspondence generally use *special-request envelopes*. These have printed on them the address of the sender with a request to return the letter in 5 or 10 days, if not delivered. If the return address is omitted, the letter, if not delivered, must be sent to the Dead-Letter Office.

Several approved varieties of return addresses are shown in Figs. 25 to 30, inclusive.

EXAMPLES FOR PRACTICE

Cut seven pieces of paper the size of envelopes and write on them the superscriptions given here. Use your own address as the return address.

- (a) mr john h bascom idlenwild center co pa
- (b) sears and bishop 16 connell bldg cleveland ohio
- (c) mr george henry sloper route 3 chinchilla lackawanna co pa
- (d) funk and wagnalls dept 6 354-360 fourth ave new york city
- (e) hon joseph w fordney house of representatives washington d c
- (f) e h morris esq 331 powelton ave philadelphia pa
- (g) mr wm o seiple 168 west boulevard indianapolis ind

FOLDING

25. Careless or neglectful folding gives the letter an appearance of disorder, which does not invite favorable consideration from the recipient. Take time to fold your letter neatly and carefully. See that it is adjusted to the envelope, and that no indication of an absence of neatness, order, or system be observable. Be sure that the edges are even and that the folds are pressed down flat so as to give the letter a tidy appearance. A paper knife is to be preferred to the thumb or fingers

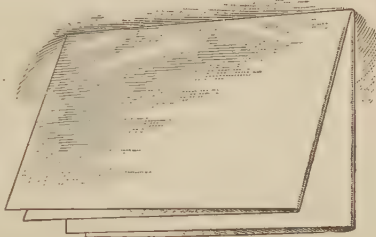


FIG. 32

in making the folds. The illustrations here given show the proper methods of folding for note sheets and letter paper.

To fold a note sheet, usually only one fold is necessary, from the bottom to the top, as shown in Fig. 32.

The method of folding a letter sheet is shown in

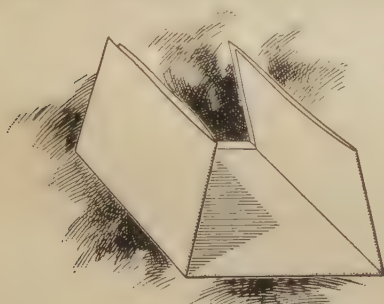


FIG. 33

Fig. 33. Turn the bottom of the sheet upwards so as to cover all but $\frac{1}{2}$ inch or less of the sheet and form the crease near the

middle of the sheet. Next turn the right-hand edge of the paper to the left, making the crease about one-third of the width of the sheet from the right-hand edge, and fold the remainder of the sheet from the left so that the left edge will come about to the crease on the right.

When a long official envelope is used for a letter, fold the top of the sheet downwards and the bottom upwards, as in Fig. 34, thus dividing the sheet into three nearly equal sections. The writing will then be concealed. The letter is then inserted in the envelope with the folded edge down.

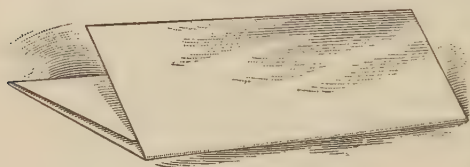


FIG. 34

Small enclosures, like checks, receipts, etc., are laid on the sheet and folded with it. If placed in the

envelope separately, the enclosure is likely to be cut or torn when the letter is opened, or it may be overlooked when the letter is removed. Larger enclosures, as invoices and statements, are folded separately. Fig. 35 shows the proper method of placing a small enclosure in a letter.

26. The Insertion of the Letter.—To insert the letter properly, take the envelope in the left hand with the opening to the right and the face down. Insert the folded letter with the right hand, putting in the last-folded edge first. Form the habit of sealing the envelope as soon as the letter has been inserted, and of addressing the envelope before inserting the letter.

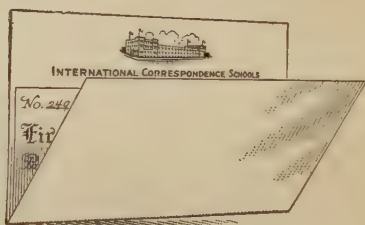


FIG. 35

The envelope should be opened by cutting or tearing open the top edge; then if the letter sheet has been properly inserted, it will, when removed, be right side up.

LETTER WRITING

(PART 2)

ABBREVIATIONS

1. Abbreviations should be used sparingly in letters. Formal letters, indeed, should contain no abbreviations except those of titles, of addresses, and of scholastic degrees. In business letters and familiar social letters, abbreviations may be used to some extent, but they should be those that are well understood and in common use. It would not be considered courteous or correct to use abbreviations in the following way: *Mother went to Phila. last Wed. and bought me six prs. of hose and two bxs. of writing paper.* The abbreviations *prs.* and *bxs.* could, however, be properly employed in listing an order or an invoice.

In the heading, address, or superscription, it is customary and proper to abbreviate the name of the state, and also to use the abbreviations *St.* for street, *Ave.* for avenue, *Co.* for county. It is not advisable to use the Arabic figures for the names of numbered streets under ten, nor is it considered proper to use the abbreviations *N.*, *E.*, *S.*, and *W.*, for North, East, etc., in designating streets; thus, instead of *514 N. 7 St.* write *514 North Seventh St.* The name of a city should not be abbreviated; as, *Phila.* for Philadelphia, *N. O.* for New Orleans, *Balt.* for Baltimore, *Cin.* for Cincinnati.

An abbreviation is followed by a period, in most cases. A contraction is indicated by an apostrophe and is not followed by a period. The expression *recd.* is an abbreviation, but *rec'd* is a contraction, the apostrophe indicating the omission of letters.

The following list of abbreviations is useful for reference. It is unnecessary to try to memorize all of them, but the list should be carefully scanned and should be referred to whenever there is any uncertainty as to what abbreviation to use.

ABBREVIATIONS OF STATES, POSSESSIONS, AND CANADIAN
PROVINCES

Alabama	Ala.	New Brunswick	N. B.
Alberta	Alta.	New Hampshire	N. H.
Arizona	Ariz.	New Jersey	N. J.
Arkansas	Ark.	New Mexico	N. Mex.
British Columbia	B. C.	New York	N. Y.
California	Calif.	North Carolina	N. C.
Canal Zone	C. Z.	North Dakota	N. Dak.
Colorado	Colo.	Nova Scotia	N. S.
Connecticut	Conn.	Oklahoma	Okla.
Delaware	Del.	Ontario	O. or. Ont.
District of Columbia.....	D. C.	Oregon	Oreg.
Florida	Fla.	Pennsylvania	Pa.
Georgia	Ga.	Philippine Islands	P. I.
Illinois	Ill.	Porto Rico	P. R.
Indiana	Ind.	Prince Edward Island....	P. E. I.
Kansas	Kans.	Quebec	P. Q.
Kentucky	Ky.	Rhode Island	R. I.
Louisiana	La.	Saskatchewan	Sask.
Manitoba	Man.	South Carolina	S. C.
Maryland	Md.	South Dakota	S. Dak.
Massachusetts	Mass.	Tennessee	Tenn.
Michigan	Mich.	Texas	Tex.
Minnesota	Minn.	Vermont	Vt.
Mississippi	Miss.	Virginia	Va.
Missouri	Mo.	Washington	Wash.
Montana	Mont.	West Virginia	W. Va.
Nebraska	Nebr.	Wisconsin	Wis.
Nevada	Nev.	Wyoming	Wyo.

The following should not be abbreviated: Alaska, Guam, Hawaii, Idaho, Iowa, Maine, Ohio, Samoa, and Utah.

MISCELLANEOUS ABBREVIATIONS

acct. or a/c.....	account	ad., advt.	advertisement
A. D. (anno Domini) ..	in the year	adj.	adjective
of our Lord, or in the Christian		ad lib. (ad libitum)	at pleasure
Era		adv.	adverb
ad int. (ad interim).....	in the	ad val. (ad valorem)	according to
meantime		value	

MISCELLANEOUS ABBREVIATIONS—*Continued*

agt.	agent	cu. or cub.	cubic
A. M. (ante meridiem) ..	forenoon	cwt.	hundredweight, hundred-weights
amt.	amount	Dec.	December
anon.	anonymous	dep.	deposit
ans.	answer	Dept.	department
app.	appendix	ft.	draft
Apr.	April	dis. or disc.	discount
approx.	approximate	do.	ditto (the same)
arch.	architecture, architect	doz.	dozen, dozens
art.	article, artillery	Dr.	debtor
asst.	assistant	Dram. Pers. (Dramatis Personæ)	The persons of the drama
Aug.	August	ea.	each
Ave.	Avenue	e. g. (exempli gratia) for	example
bal.	balance	Eng.	English
B. C.	Before Christ	etc. (et cetera)	and so forth
bbl. (pl. bbls.)	barrel	Ex.	example
bds.	boards	exp.	export
b. e. or B/E.	bill of exchange	F. or Fahr.	Fahrenheit
bg. (pl. bgs.)	bag	Feb.	February
bk.	book	Fig. (pl. Figs.)	figure
bkt. (pl. bkts.)	basket	f. o. b.	free on board
bl. (pl. bls.)	bales	Fri.	Friday
b. l. or B/L	bill of lading	ft.	foot or feet
bldg. (pl. bldgs.)	building	Ft.	Fort
b. p. or B/P	bills payable	gal. (pl. gals.)	gallon
b. rec. or B/R	bills receivable	Govt.	Government
bro. (pl. bros.)	brother	gr.	grain
bu. or bush.	bushel, bushels	gro.	gross
bx. (pl. bxs.)	box	hdkf.	handkerchief
c. or ct. (pl. cts.)	cent	hhd.	hogshead
cap.	capital letter	h. p.	horsepower
Cav.	cavalry	hr. (pl. hrs.)	hour
Cent. or C. ...	centigrade; central	H. R. ..	House of Representatives
cf.	compare	id (idem)	the same
chap. (pl. chaps.)	chapter	i. e. (id est)	that is
c. i. f. ...	cost, insurance, and freight	in. (pl. ins.)	inch
Co.	company; county	Inc.	incorporated
C. O. D.	cash (or collect) on delivery	incog. (incognito)	unknown
Coll. or Col.	College	Inf.	infantry
com.	commission; commerce; committee	Ins.	insurance
Cr.	credit; creditor	inst. (instant)	this month
ctg.	cartage	int.	interest

MISCELLANEOUS ABBREVIATIONS—*Continued*

in trans. (in transitu)	in the course of transit	prox. (proximo)	next month
intro.	introduction	P. S.	postscript
inv.	invoice	pt. (pl. pts.)	pint
I. O. U.	I owe you	pwt.	pennyweight
Jan.	January	q. e. d. (quod erat demonstrandum)	which was to be demonstrated
kg.	kilogram	qr. (pl. qrs.)	quarter
lat.	latitude	qt. (pl. qts.)	quarts
lb. (pl. lbs.)	pound	ques.	question
l. c. l.	less than carload lots	rec'd, recd.	received
log.	logarithm	Regt.	regiment
long.	longitude	R. F. D.	rural free delivery
Ltd.	limited	R. R.	railroad
M.	thousand	R. S. V. P. (Répondez, s'il vous plait)	Answer, if you please
M. (meridian)	noon	Ry.	railway
mdse.	merchandise	Sat.	Saturday
memo.	memorandum	scil. (scilicet)	namely
mfrs.	manufacturers	sec.	second or section
min.	minute	Sept.	September
mo. (pl. mos.)	month	shipt.	shipment
Mon.	Monday	sol.	solution
MS. (pl. MSS.)	manuscript	sq.	square
N. A.	National Army	s/s	steamship
Nat.	national	St.	Saint or street
N. B. (nota bene)	note well	Sun.	Sunday
N. G.	National Guard	supp.	supplement
No. (pl. Nos.)	number	tel.	telephone or telegraph
Nov.	November	Thurs.	Thursday
Oct.	October	tr.	transpose
O. K. (oll korrekt)	all correct	Tues.	Tuesday
oz. (pl. oz. or ozs.)	ounce	ult. (ultimo)	last month
p. (pl. pp.)	page	U. S. A., United States of America or United States Army	
par.	paragraph	U. S. M. A., United States Military Academy	
pay't, payt.	payment	U. S. M., United States Mail or United States Marines	
pd.	paid	U. S. M. C., United States Marine Corps	
pk. (pl. pks.)	peck	U. S. N. A., United States Naval Academy	
pkg. (pl. pkgs.)	package	U. S. N., United States Navy	
pl.	plural		
P. M.	afternoon		
P. O.	Post Office		
pop.	population		
pr. (pl. prs.)	pair		
pro tem. (pro tempore)	for the time		

MISCELLANEOUS ABBREVIATIONS—*Continued*

U. S. N. R. F., United States Naval Reserve Force	vs. (versus)	against
U. S. S., United States Steamship	Wed.	Wednesday
vb.	wt.	weight
viz. (videlicet)	yd. (pl. yds.)	yard
vol. (pl. vols.)	yr. (pl. yrs.)	year
		volume

SIGNS AND CHARACTERS

The following *signs* and *characters* are in daily use:

At	@	Dollar	\$
Account	$\frac{a}{c}$	Number	#
Bill of exchange	$\frac{B}{E}$	Means "pounds," if written after a figure, as 40 #.	
Bill of lading	$\frac{B}{L}$	Ditto. (The same as above)....	"
Bills payable	$\frac{B}{P}$	Degrees	°
Bill rendered or Bills receivable	$\frac{B}{R}$	Primes; minutes; feet.....	'
Bill of sale	$\frac{B}{S}$	Seconds; inches	"
Cents	¢	One and one-fourth	1 ¹
Check mark	✓	One and one-half	1 ²
Also radical sign.		One and three-fourths	1 ³
Care of	$\frac{c}{o}$	Addition (plus)	+
Days after date	$\frac{D}{D}$	Subtraction (minus)	—
Days after sight	$\frac{D}{S}$	Multiplication (by)	×
Pounds sterling	£	Division (divided by)	÷
Per cent.	%	Equals (equality)	=

POSTAL INFORMATION

UNITED STATES MAILS

CLASSIFICATION AND RATES OF POSTAGE

2. Domestic mail matter includes mail addressed to any point in the United States or its possessions. This includes Porto Rico, the Virgin Islands of the United States, Hawaii, the Philippines, and all other islands in the Pacific belonging to the United States, Alaska, and the Canal Zone of Panama.

With a few exceptions, domestic rates and conditions apply also to mail matter sent from the United States to Canada, Cuba, Mexico, the Republic of Panama, and certain other Central and South American countries; also to matter addressed to officers or members of the crews of war vessels of the United States; to officers and men of the United States Naval Hospital at Yokohama, Japan; and to other places where United States Mail Service is in operation.

3. Domestic mail matter is divided into four classes:

First.—Written or sealed matter, postal cards, and private mailing cards.

Second.—Periodical publications.

Third.—Miscellaneous printed matter (on paper) weighing 4 pounds or less.

Fourth.—Parcel Post: All mailable matter not included in the previous classes.

FIRST-CLASS MATTER

4. Mail matter of the first class includes letters, postal cards, post cards (private mailing cards), and all matter wholly or partly in writing, whether sealed or unsealed, except manu-

script copy accompanying proof sheets, or corrected proof sheets. Matter sealed or otherwise closed against inspection is also of the first class.

1. Rate of letter postage to any part of the United States, its possessions, or the countries mentioned in Art. 2, is 2 cents an ounce or fraction thereof.

2. Rate on local or drop letters, 2 cents an ounce or fraction thereof. The rate is 1 cent an ounce where free delivery by carriers is not established.

3. *Postal Cards*: The rate on postal cards is 1 cent each; double or "reply" cards, 2 cents.

4. *Post Cards*: These are private mailing cards, in color and weight substantially like the Government postal cards, not larger than $3\frac{2}{16}$ inches by $5\frac{2}{16}$ inches, nor smaller than $2\frac{3}{4}$ inches by 4 inches. The rate is 1 cent each.

5. Prepayment by stamps is invariably required on letters except those of soldiers, sailors, and marines. However, if one full rate is prepaid on a letter, it will be sent, and the amount for deficient postage collected on delivery; if wholly unpaid, or prepaid with less than one full rate, the addressee will be notified to remit postage. If he fails to do so, the letter will be sent to the Dead-Letter Office, whence it will be returned to the sender if he can be located at the place of mailing.

6. Productions by the typewriter or by manifold process, and all printed imitations of typewriting or manuscript require full letter rate, unless such reproductions are presented at the post office in the minimum number of twenty identical unsealed copies separately addressed.

7. Letters and other matter, prepaid at the letter rate, will be returned to the sender free, provided they bear the name and address of the sender. They will be forwarded from one office to another on the written request of the person addressed, without additional charge. The direction on forwarded letters may be changed as often as may be necessary for them to reach their destination.

SECOND-CLASS MATTER

5. The second class includes newspapers and periodicals bearing notice of entry as second-class matter.

1. The rate of postage on second-class matter mailed by other than the publishers or news agents is 1 cent for each 4 ounces or fraction thereof.

2. Incomplete copies of second-class publications are third-class matter.

3. Second-class matter must be so wrapped as to permit inspection.

4. The sender's name and address may be written within or on the wrapper; also the words *Sample Copy* or *Marked Copy*. Typographical errors may be corrected and any part of the text to which it is desired to call attention may be checked, but any other writing subjects the matter to first-class rate.

THIRD-CLASS MATTER

6. Mail matter of the third class includes circulars, newspapers, and periodicals not admitted to the second class nor embraced in the term *book*, miscellaneous printed matter on paper not having the nature of an actual personal correspondence, proof sheets, corrected proof sheets with accompanying manuscript, and matter in point print or raised characters used by the blind.

1. The rate on matter of the third class is 1 cent for each 2 ounces or fraction thereof.

2. Third-class matter must admit of easy inspection, otherwise letter rates will be charged for delivery.

3. Third-class matter must be fully prepaid or it will not be despatched.

4. New postage in full must be prepaid for forwarding to a new address or returning to sender.

5. The limit of weight for third-class matter is 4 pounds.

6. On the matter of this class, or on the wrapper, or envelope, or on the tag or label attached thereto, the sender

may write his own name, occupation, and residence or business address preceded by the word *From*, or a description of the contents, such as *photo*, *printed matter*, etc.

FOURTH-CLASS MATTER

7. Fourth-class matter embraces that known as domestic parcel-post mail, and includes merchandise, farm and factory products, seeds, plants, etc., books (including catalogs), miscellaneous printed matter weighing more than 4 pounds, and all other mailable matter not embraced in the first, second, and third classes.

1. Rates of postage to be fully prepaid—unsealed—are as follows:

(a) Parcels weighing 4 ounces or less, except books, seeds, plants, etc., 1 cent for each ounce or fraction thereof, any distance.

(b) Parcels weighing 8 ounces or less containing books, seeds, plants, etc., 1 cent for each 2 ounces or fraction thereof, regardless of distance.

(c) Parcels weighing more than 8 ounces containing books, seeds, plants, etc., parcels of miscellaneous printed matter weighing more than 4 pounds, and all other parcels of fourth-class matter weighing more than 4 ounces are chargeable, according to distance or zone, at the pound rates shown in Table I, a fraction of a pound being considered a full pound.

2. *Alaska, Hawaii, Philippine Islands, etc.*: The eighth-zone rate of 12 cents for each pound or fraction thereof on all parcels weighing more than 4 ounces (except books, seeds, plants, etc., weighing 8 ounces or less) applies (1) between the United States and the Hawaiian Islands; (2) between any two points in Alaska and between any point in Alaska and any other point in the United States; (3) between the United States and the Canal Zone; (4) between the United States and the Philippine Islands; (5) to, from, or between Guam, Tutuila, and other islands of the Samoan group and the United States and its other possessions; (6) between the United States and its naval vessels stationed in foreign waters.

3. *The limit of weight* of fourth-class matter is 70 pounds for parcels mailed for delivery within the first, second, and third zones, and 50 pounds for all other zones.

4. *Limit of Size*: Parcel-post matter may not exceed 84 inches in length and girth combined. In measuring a parcel the greatest distance in a straight line between the ends (but not around the parcel) is taken as its length, while the distance around the parcel at its thickest part is taken as its girth. For example, a parcel 35 inches long, 10 inches wide, and 5 inches high measures 65 inches in length and girth combined.

5. *Name and Address of Sender*: A parcel of fourth-class matter may not be accepted for mailing unless it bears the name and address of the sender, which should be preceded by the word "From."

6. *Inclosures*: There may be inclosed with fourth-class matter, printed matter descriptive of an article of merchandise; a written or printed invoice showing the name and address of the sender and of the addressee; the names and quantities of articles inclosed, together with inscriptions indicating "for purposes of description," the price, style, stock number, size, and quality of the articles; the order or file number, date of order, and date and manner of shipment; and the initials or name of the salesman, or of the person by whom the articles were packed or checked.

7. *Additions to Fourth-Class Matter*: The written additions permissible upon third-class matter also may be placed on fourth-class matter, together with any marks, numbers, names, or letters for purpose of description, or they may be placed on the wrapper or cover, tag or label.

8. Inscriptions, such as "Merry Christmas," "With best wishes," "Do not open until Christmas," may be written on fourth-class mail, or on a card inclosed therewith.

9. *Insurance on Fourth-Class Mail*: Fourth-class or domestic parcel-post mail may be insured upon payment of 3 cents for value not to exceed \$5; 5 cents for value not to exceed \$25; 10 cents for value not to exceed \$50; 25 cents for value not to exceed \$100. These fees are in addition to the regular postage.

TABLE I
PARCEL-POST RATES

Zones	Rate for First Pound Cents	Each Additional Pound Cents	Rate for 70 Pounds
Local*	5	1 cent for each addi- tional 2 pounds	\$.40
First Zone (up to 50 miles)....	5	1	.74
Second Zone (50 to 150 miles)...	5	1	.74
Third Zone (150 to 200 miles)...	6	2	1.44
			Rate for 50 Pounds
Fourth Zone (300 to 600 miles) ..	7	4	\$2.03
Fifth Zone (600 to 1,000 miles) ..	8	6	3.02
Sixth Zone (1,000 to 1,400 miles)	9	8	4.01
Seventh Zone (1,400 to 1,800 miles)	11	10	5.01
Eighth Zone (all over 1,800 miles)	12	12	6.00

*The local rate applies to parcels mailed under the following conditions:

- (1) At any post office for local delivery at such office.
- (2) At any city letter-carrier office, or at any point within its delivery limits, for delivery by carriers from that office.
- (3) At any post office from which a rural route starts, for delivery on such route, or when mailed at any point on a rural route for delivery at any other point thereon, or at the office from which the route starts, or for delivery on any other rural route starting from the same office.

PREPARATION AND WRAPPING OF MAIL MATTER

8. Examination.—Second-, third-, and fourth-class matter must be so wrapped or enveloped that the contents may be examined easily by postal officials. When not so wrapped

or when bearing or containing writing not authorized by law, the matter will be treated as of the first Class.

9. Nailed Boxes.—Parcel-post mail may be enclosed in boxes to which the lids are nailed or screwed, provided the lids can be readily removed with a chisel or screwdriver for examination of contents.

10. Wrapping.—All matter should be securely wrapped so as to bear transmission without breaking, or injuring mail bags, their contents, or the persons handling them. Many articles are damaged in the mails for the reason that they are not properly wrapped to withstand the necessary handling.

11. Parcels weighing 20 pounds or under are generally carried inside mail bags with other mail; those weighing over 20 pounds are usually carried outside mail bags. They should be wrapped with that understanding.

Parcels improperly or insufficiently wrapped will not be accepted for transmission in the mails.

ADDRESSING MAIL MATTER

12. Importance of Care.—Because of carelessness in addressing and preparing matter for mailing, or failure of the sender to place his name and address on it, millions of letters and other pieces of mail which cannot be delivered or returned to the sender, are each year sent to the Division of Dead Letters. This seriously impairs the efficiency of the postal service and causes much additional expense. The Post-Office Department urgently requests the public to exercise the greatest possible care to see that mail is sufficiently and correctly addressed, in order to secure prompt and certain delivery, thereby relieving the postal service of much unnecessary expense and increasing its efficiency. Write plainly.

REGISTRY SYSTEM

13. Advantages.—The registry system provides special safeguards for the transmission of money and other valuable mail, furnishes receipts to the mailer (also from the addressee when requested), and provides for limited indemnity in case of loss.

Writing upon registered mail *Return receipt requested* will cause delivery to the sender of a card upon which the person addressed has signed a receipt for the mail. This card is accepted by courts as proof of delivery.

14. What Should Be Registered.—All valuable letters and sealed parcels, and those for which a return receipt or special care in delivery is desired, should be registered.

15. What May Be Registered, Where, and by Whom.—Any mailable matter, except unsealed fourth-class matter (parcel post), properly addressed and bearing the name and address of the sender may be registered. Fourth-class matter may be registered if sealed and sent at first-class rates. Mail may be registered at any post office or post-office station, by rural carrier, and when sealed and not cumbersome, by city carriers in residential districts.

16. The **registry fee**, for each separate article, is 10 cents in addition to the postage.

POSTAL SAVINGS SYSTEM

17. Purpose.—The Postal Savings System provides facilities for depositing savings at interest, with the security of the United States Government for payment.

18. Service Free.—No charge or fee is collected or required in connection with the opening of an account or the subsequent deposit or withdrawal of money.

19. Deposits.—Any person of the age of 10 years or over may become a depositor. The account of a married woman is

free from the control or interference of her husband. No person can have more than one account at the same time. Deposits will be accepted only from individuals.

An account cannot be opened for less than \$1, nor can fractions of \$1 be deposited. Amounts less than \$1 may, however, be saved by purchasing 10-cent postal savings stamps. A postal savings card, furnished free, with ten postal savings stamps affixed will be redeemed in cash for \$1, or will be accepted as a deposit of \$1 either in opening an account or adding to an existing account. No person is permitted to deposit more than \$1,000 in any one calendar month, nor to have a balance to his credit at one time of more than \$2,500, exclusive of interest. An account may be opened through a representative. After an account is opened, deposits may be made through a representative or by registered mail.

20. Certificates of Deposit.—Depositors receive postal savings certificates covering the amount of each deposit made. These certificates are issued in fixed denominations of \$1, \$2, \$5, \$10, \$20, \$50, \$100, \$200, \$500, and are valid until paid, without limitations as to time. Postmasters are not permitted to receive savings certificates for safekeeping.

21. Interest.—Interest will be allowed on all certificates at the rate of 2 per cent. for each full year that the money remains on deposit, beginning on the first of the month following the month in which the deposit is made. Interest continues to accrue on deposits as long as the certificates remain outstanding.

22. Withdrawals.—A depositor may at any time withdraw the whole or any part of his deposits, with any interest payable, by surrendering at his depository office savings certificates covering the desired amount. Withdrawals may also be made through a representative or by mail.

A person desiring to open a postal-savings account should visit the post office, where full instructions will be given

SPECIAL-DELIVERY SERVICE

23. Special-delivery service is the prompt delivery of mail by messenger during prescribed hours. This service is obtained by placing on any letter or article of mail a special delivery stamp or ten cents' worth of ordinary stamps in addition to the regular postage. When ordinary stamps are used, the words Special Delivery must be written directly below the stamps. This service, at carrier offices, extends to the limits of the carrier routes. At non-carrier offices it extends to 1 mile from the post office, also to patrons of rural routes residing within $\frac{1}{2}$ mile of such routes. Postmasters are not obliged to deliver beyond these limits, and letters addressed to places beyond must await delivery in the usual way.

DOMESTIC MONEY ORDERS

24. Domestic money orders are issued by money-order post offices for any amount up to \$100, at the following rates:

For sums not exceeding \$2.50, 3 cents; over \$2.50 to \$5, 5 cents; over \$5 to \$10, 8 cents; over \$10 to \$20, 10 cents; over \$20 to \$30, 12 cents; over \$30 to \$40, 15 cents; over \$40 to \$50, 18 cents; over \$50 to \$60, 20 cents; over \$60 to \$75, 25 cents; over \$75 to \$100, 30 cents.

These fees apply also to orders payable in Hawaii, Porto Rico, Virgin Islands, United States Canal Zone, Guam, the Philippine Islands, and Tutuila.

All domestic money orders must be made payable at a designated money-order office, but those issued at any money-order office in the continental United States, excepting Alaska, may be paid at any money-order office in the continental United States, excepting Alaska, if presented for payment on or before the expiration of the thirtieth day following the date of issue. If presented after that date and within 1 year from the last day of the month in which issued, they shall be paid only at the office designated in the money order as the paying office, or repaid at the office of issue.

FOREIGN MAILS

25. Classification.—Articles for or from foreign countries (except Canada, Cuba, Mexico, and the Republic of Panama) are classified as *Letters*, *Post Cards*, *Printed Matter*, *Commercial Papers*, and *Samples of Merchandise*. There is no provision in the Postal Union mails for merchandise other than samples.

26. Postage Rates and Conditions.—For articles sent to Argentina, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Nicaragua, Paraguay, Peru, Republic of Honduras, El Salvador, Spain, and Uruguay, the rates are as follows:

Letters, 2 cents for each ounce or fraction of an ounce. In order to be dispatched, letters must be prepaid one rate.

Post cards, 1 cent each for single; 2 cents for each double card.

Printed matter, except newspapers and periodicals (second-class), 1 cent for each 2 ounces or fraction of 2 ounces.

Newspapers and periodicals (second-class), 1 cent for each 4 ounces or fraction of 4 ounces.

Limit of weight for each package of printed matter and commercial papers, 8 pounds 12 ounces.

Single volumes of printed books up to a weight limit of 11 pounds, 1 cent for each 2 ounces or fraction of 2 ounces. To El Salvador without limit of weight.

In order to be dispatched, articles of printed matter, samples, and commercial papers must be fully prepaid when destined for the countries named in the foregoing.

27. The postage rates on articles for foreign countries other than Argentina, Bolivia, Brazil, Canada, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Mexico, Nicaragua, Paraguay, Peru, Republic of Honduras, Republic of Panama, El Salvador, Spain, Uruguay, and the United States Naval Hospital at Yokohama, Japan, have been established as follows:

Letters*....First ounce or less.....	5 cents
each additional ounce	3 cents
Postal cards, each single	2 cents
Postal cards each double	4 cents
Newspapers and other printed matter, for each 2 ounces or fraction of 2 ounces	1 cent
Commercial papers, such as legal and insur- ance papers, deeds, bills of lading, in- voices, manuscript for publication, etc.:	
Packets not in excess of 10 ounces.....	5 cents
Packets in excess of 10 ounces, for each additional 2 ounces or fraction thereof	1 cent
Samples of merchandise:	
Packets not in excess of 4 ounces.....	2 cents
Packets in excess of 4 ounces, for each additional 2 ounces or fraction thereof	1 cent

28. Canada, Cuba, Mexico, and Panama.—Articles of every kind or nature which are admitted to the domestic mails of the United States will be admitted to the mails for Canada, Cuba, Mexico, and the Republic of Panama. Packages of merchandise weighing not more than 4 ounces may be mailed at the postage rate of 1 cent for each ounce or fraction of an ounce to Canada, Cuba, Mexico, and the Republic of Panama. Customs declarations are required on such parcels of merchandise of 4 ounces or less to Mexico and the Republic of Panama. Packages of merchandise cannot be insured, but may be registered for all these countries.

The rate of 12 cents for each pound or fraction thereof applies to packages of merchandise that weigh over 4 ounces and not over 4 pounds 6 ounces. Packets, or packages, sealed or unsealed, in excess of 4 pounds 6 ounces, are not admissible to the mails for Cuba. Mailable merchandise from Mexico up to a weight of 20 pounds and for the Republic of

*The domestic rates apply to letters, but not to other articles, for England, Ireland, Scotland, Wales, Bahamas, Barbados, British Guiana, British Honduras, Dutch West Indies, Haiti, Leeward Islands, Newfoundland, New Zealand, Nicaragua, Trinidad, and the Windward Islands.

Panama up to a weight of 50 pounds, at the option of the sender, may also be sent by international parcel post if it conforms to the requirements of that service.

29. Money Orders to Foreign Countries.—The domestic form and rates are used for money orders payable in Bahamas, Bermuda, British Guiana, British Honduras, Canada, Cuba, Martinique, Newfoundland, and certain islands in the West Indies listed in the Register of Money-Order Offices.

30. International money orders may be obtained at all of the large post offices and at many of the smaller ones, payable in almost every foreign country besides those already mentioned. The fees for these international money orders are higher than for domestic money orders.

CANADIAN MAIL MATTER

31. Canadian **Inland Post** includes all matter deposited in a post office in Canada for delivery either from that office or from any other office in Canada.

32. Such matter is divided into four classes:

First.—Letters, post cards, and all matter either wholly or partly in writing or typewriting except the manuscript of books or newspapers and certain documents of the Dominion and Provincial Governments and of municipal authorities, which belong to class 3.

Second.—Newspapers and periodicals.

Third.—Printed matter not included in class 2, samples, and certain miscellaneous matter.

Fourth.—Parcel post.

WAR TAXES ON POSTAL MATTER

33. Under the Special War Revenue Act, the following war taxes were imposed on postal matter:

(1) A war tax of one cent on letters mailed in Canada for delivery within Canada or elsewhere, upon which the ordinary postage rate is less than the Postal Union rate of ten cents

for the first ounce. Letters mailed in Canada for delivery within Canada include all articles which are subject to letter rate of postage under Canadian inland regulations.

(2) A war tax of one cent each on post cards bearing written communications mailed in Canada for delivery in Canada, the United States, or Mexico.

(3) A war tax of one cent each on postal notes issued in Canada.

(4) A war tax of two cents each on Post Office Money Orders issued in Canada for sums not exceeding \$50.00.

A war tax of four cents on Post Office Money Orders issued in Canada for sums over \$50.00.

RATES OF POSTAGE

34. The following rates went into effect Oct. 1, 1921:

LETTERS.—

Canada, United States, and Mexico: *3 cents for the first ounce; 2 cents for each additional ounce.

Great Britain and all other places within the Empire: *4 cents for the first ounce; 3 cents for each additional ounce.

Other countries: 10 cents for the first ounce; 5 cents for each additional ounce.

POST CARDS.—

Canada, Great Britain, and all other places within the Empire, United States, and Mexico: *2 cents each.

Other countries: 6 cents each.

PRINTED MATTER.—

Canada, United States, and Mexico: 1 cent for each 2 ounces.

All other countries: 2 cents for each 2 ounces.

LITERATURE FOR THE BLIND.—

Canada, United States, Mexico, and Newfoundland: Free.

All other countries: 1 cent per pound.

* War tax included.

COMMERCIAL PAPERS.—

All countries other than Canada and the United States:
10 cents for first 10 ounces; 2 cents every additional
2 ounces.

SAMPLES.—

Canada, United States, and Mexico: 1 cent for each
2 ounces.

All other countries: 4 cents for first 4 ounces; 2 cents
every additional 2 ounces.

ACKNOWLEDGMENT OF RECEIPT.—

(For Registered articles only.) Canada and all other
countries: 10 cents if requested at the time of posting
of the article; 20 cents if requested after the posting of
the article

PARCEL POST REGULATIONS

35. Articles of mail matter acceptable at parcel post rates include farm and factory products, merchandise of all descriptions such as dry goods, groceries, hardware, confectionery, stationery (including blank books, etc.), seeds, cuttings, bulbs, roots, bedding plants, scions or grafts, and all other matter not included in the first class, and not excluded from the mails by the general prohibitory regulations with respect to objectionable matter.

Parcels consisting of third-class matter may be mailed at parcel post rates, or third-class matter rate at the option of the sender.

Parcels containing intoxicating liquors or explosives are expressly prohibited.

PARCEL POST RATES

36. The rates of postage on articles accepted for transmission by Parcel Post are as follows:

(a) Five cents for the first pound and 1 cent for each additional pound or fraction thereof, up to 4 pounds, and 2 cents for each subsequent pound up to 11 pounds, within a radius of

20 miles from the place of mailing, irrespective of Provincial boundaries.

(b) Ten cents for the first pound and 5 cents for each subsequent pound or fraction thereof, for all points in the Province in which a package is posted, outside of the 20-mile radius.

(c) Ten cents for the first pound and 7 cents for each additional pound or fraction thereof, for all points outside the Province in which the parcel is posted, and beyond the 20-mile radius, with an additional charge of 2 cents a pound for each Province that has to be crossed to the destination of the parcel, not including the Province in which it is to be delivered, up to a maximum of 12 cents a pound.

The three Provinces, Nova Scotia, New Brunswick, and Prince Edward Island, are to be considered as one zone.

An additional charge to meet the extra cost of transportation will be made on parcels addressed to or posted at offices in certain outlying districts when such parcels have to be conveyed on stage routes over 100 miles in length, such districts to be designated by the Postmaster-General.

The charge on any parcel shall not be greater than 1 cent an ounce.

Tables of rates for the several Provinces are given on Rate Cards. These may be seen at any post office.

PARCEL POST RATES TO THE UNITED KINGDOM

37. The Parcel Post rates to the United Kingdom are 20 cents for the first pound and 16 cents for each succeeding pound or fraction thereof.

SPECIAL DELIVERY FEE.

38. The fee for the special delivery of letters in Canadian cities is 20 cents for each letter, in addition to the ordinary postage charges. The fee may be prepaid by two Canadian Special Delivery stamps—value 10 cents each—or by one Special Delivery stamp and Canadian postage stamps to the value of 10 cents, or wholly by Canadian postage stamps to

the value of 20 cents, in which case the words "Special Delivery" shall be legibly written across the upper left-hand corner of the address.

INSURANCE OF PARCEL POST

39. Parcels posted in Canada, for delivery within Canada, which conform to Parcel Post regulations, may be accepted for insurance up to \$100 against loss, rifling, or damage while in the custody of the Canadian Postal Service. The scale of insurance fees is as follows:

3 cents for insurance not exceeding \$5.

6 cents for insurance exceeding \$5 and not exceeding \$25.

12 cents for insurance exceeding \$25 and not exceeding \$50.

30 cents for insurance exceeding \$50 and not exceeding \$100.

The insurance fee is to be paid by means of postage stamps affixed to the parcel by the sender.

Parcels for insurance should not be dropped into a box or receiver but should be handed in at the Post Office or to a rural carrier. A receipt will be given the sender, which must be produced in case a claim is made.

GENERAL SUGGESTIONS

40. Every person who has matter to send through the mails can help the Post-Office Department in the discharge of its daily duties and assist in securing greater security and expedition if he will exercise care in the preparation and mailing of matter. The following recommendations or suggestions deserve the attention of every one:

1. Address all correspondence in a neat, legible manner, always giving all necessary data for the proper delivery of the mail. Do not abbreviate or use lead pencil.

2. Avoid the use of abbreviations which are not easily understood or which may be mistaken for some other abbreviation. Use only those abbreviations which are recognized as official.

3. Place postage stamps on the right-hand upper corner of the address side of letters, papers, and other matter. See

that the stamps are firmly affixed and that there is sufficient postage.

4. Write the full name and address of the writer or of the sender on the outside of every article of mail matter. This will insure its return if the person to whom it is directed cannot be found.

5. Avoid using envelopes or wrappers made of thin or brittle paper. The handling and stamping of mail matter must necessarily subject it to considerable wear and it may split or wear open if it is not properly wrapped or is enclosed in an envelope of poor quality.

6. Post all letters, or other mailable matter, as early as practicable, especially when such matter is sent in large quantities.

7. When dropping a letter or other matter into a letter box, see that the packet drops into the box and does not stick in its passage.

8. Fasten the covers of newspapers or circulars securely so that the papers cannot drop out, but leave the packet so that its contents may be examined readily.

9. Always send money by means of a money order or in a registered letter. Never send money or valuables by ordinary mail.

10. When registering matter, be careful to obtain a receipt or a certificate of registration. Examine the receipt carefully to see that it is properly dated and otherwise correct.

The postal information given in this Section has been, for the most part, extracted from the official postal guides published by the United States and the Canadian Post-Office Departments. These guides are kept on file at nearly every post office and may be consulted by the general public. Booklets containing much valuable information concerning the Postal Service may be secured, free of charge, from your postmaster. The World Almanac and Encyclopedia, published yearly, also contains detailed postal information which has been revised by the United States Post-Office Department.

LETTER WRITING

(PART 3)

COMPOSITION OF LETTERS

PLANNING THE LETTER

1. In considering the composition of letters, you should remember the importance of getting your ideas straight in your mind before you write them. Clear thinking precedes clear writing, and nothing helps so much to produce clearness of thought in planning a letter as does an outline. An outline helps an inexperienced writer to organize his thoughts. It shows him whether he has included everything essential for the satisfactory discussion of the main subject, and, also, whether he has included anything that does not help to develop the main thought, and that therefore should be left out. It helps him to decide whether the topics are well arranged, and whether due prominence has been given to important sentences and paragraphs.

In this connection, the method followed by Benjamin Franklin is worth noting. Before writing a composition, Franklin would jot down short notes and hints of his ideas on the subject, just as they came to his mind. Later he would review his notes and rearrange them according to some plan, omitting those that were not needed for his purpose, and combining the rest into groups. Into one group he would put those notes that were most closely related to each other because they had to do with one part of his subject, and into another group those that had to do with another part, and so on. Thus he kept together the things that belonged together. Next, he would decide upon the best order in which to arrange the groups.

Then he was ready to write. He believed that this method saved time, because, he said, "the mind attending first to the sentiments (thoughts) alone, next to the method alone, each part is likely to be better performed, and, I think, in less time."

2. Each letter writer will find out by experience just how detailed he needs to make his written plan. One writer will find it advisable to include in his outline not only the main topics, but also the subordinate topics, all quite fully stated. Another will manage to keep his writing and thinking orderly with the aid of a few headings, and will plan the subordinate topics as he writes. It is best to begin by making the preliminary planning quite thorough and complete. This keeps you thinking about the best ways of expressing yourself, and enables you to develop the habit of deciding easily as to the most effective manner of presenting your ideas. Thorough planning will result in a letter that will need little revision, though some rewriting is usually advisable.

An important requisite of a good letter is completeness. Because the writer forgets to include some necessary statement, a letter may sometimes be so abrupt as to seem lacking in courtesy. The careful planning of letters will help greatly in curing the fault of undue brevity.

The preparation of an outline will take considerable time and thought at first, but after a little practice it will be possible to outline quickly in your mind the letters you write, and only the most important ones will require a written outline.

The following is an outline of an application letter:

1. Reason for writing: Saw advertisement in paper, and feel that I am qualified to fill the position.

2. Qualifications:

(a) Education—Three years in high school and one year in business college.

(b) Practical experience—One year as retail grocery salesman, two years on the road selling wholesale groceries.

(c) Special—Have covered the territory for which a salesman is wanted, and know the dealers.

3. General information: Health good, don't use liquor or tobacco, happily married, thorough, well dressed, a good talker, and a plugger.

4. Testimonials with letter, also names and addresses of references.

5. Salary—Mention present salary, and what I would consider satisfactory in new position.

6. Request for personal interview, if qualifications appeal to reader of letter.

GENERAL PRINCIPLES OF COMPOSITION

3. Unity, coherence, and emphasis are the essential qualities of a letter, as they are of any other composition. These essentials will be discussed in detail in connection with sentence and paragraph structure, and are mentioned here because they should be kept in mind in planning a letter.

Unity means *oneness*; to obtain unity the letter should have a definite topic and every thought that is included in the letter should help to develop the main subject.

Coherence requires *order*; that is, the parts of the letter should hang together. The first paragraph should lead up naturally to the second, the second to the third, and so on. The current of thought should be uninterrupted from the beginning to the end of the letter.

Emphasis means *strength*. It is obtained by such arrangement of the thoughts that make up a letter as will give due prominence to the most important ideas.

If you keep in mind these general principles of composition when preparing the outline of a letter, you will find it surprisingly easy, after a little practice, so to organize and arrange your ideas that the actual writing of the letter will be a comparatively simple matter. On the other hand, if you try to write without first planning what you write, you will have to rewrite laboriously what you first put down on paper, for it is certain to be unsatisfactory either as to language or to arrangement or both.

WRITING THE LETTER

4. In considering the actual writing of the letter the following subjects will be discussed: (1) Spelling; (2) diction, or use of words; (3) construction of sentences; (4) construction of paragraphs.

SPELLING

5. Poor spelling is one of the common faults of letter writers. It is surprising, indeed, to find that many persons who speak good English make frequent errors in spelling in their letters. The habit of correct spelling, however, is easily acquired. All that is necessary is to give close attention to the words you read. Form of each word a mental picture that will stand out clearly even when the word is not actually before you. Note with especial care every unfamiliar word, look up its definition in the dictionary, and impress this, with its correct spelling, consciously upon your mind. By following this plan persistently for a time, you can broaden your vocabulary and become an accurate speller. A misspelled word will look wrong at first sight, and attract attention because it is different from the picture of it you have in mind. As soon as you think of a word you will be able to write it correctly because you have a definite mental picture of the word as it looks when correctly spelled.

DICTION

6. Diction deals with the choice and the use of words. In letter writing the rules of diction are by no means so rigid as in most other forms of written composition. In general, we use about the same words in writing to a person as we would use in conversation with him, for by so doing we give to our letters a natural tone that increases their effectiveness. It should be understood, however, that a careless use of words is not permissible in letter writing; it is just as necessary to be careful to use words that properly convey the meaning intended as it is in the most formal composition.

7. Clearness is the most important essential in a letter. Herbert Spencer says: "At any moment any one of us has just so much attention to give to the man who is addressing us. Some of this attention is necessarily taken up by the effort of seizing what he is saying and, therefore, the less his manner attracts our notice, the more attention we shall have to bestow upon the matter. The more clearly and the more simply he can deliver his message, the more amply we can receive it." This principle should be remembered in writing letters, many of which are read by people who are very busy, with frequent interruptions and distractions to prevent them from giving leisurely consideration to the letters they receive. The letter writer has certain ideas that he desires to impress upon the mind of the reader. If he hopes to make his message produce the desired effect, he must express his thoughts in the simplest and clearest language at his command.

In view of the facts just stated, it is clear that you should give close attention to the principles of correct diction discussed here. A wise choice of words is the very foundation of an effective style of letter writing. A little practice along the lines set forth will develop in you the ability to select quickly just the words you need in order to express most effectively your ideas.

8. To use words you must first possess them. But you must possess them completely, for if you make use of words whose meanings are not clearly defined in your mind, you are likely to express yourself in a cloudy, uncertain way, and your message will lack force. Therefore, know thoroughly the words you use. Get the dictionary habit; that is, go to the dictionary whenever you see a word that is new to you, and learn its correct pronunciation and exact meaning. Then use this new word as often as you can until it becomes part of your vocabulary, and you can use it easily and confidently.

9. Every word in your letter should be used according to good usage, which means that the word must be: (1) Used grammatically; (2) used in its true sense; (3) national; (4) reputable; (5) present.

10. A word is *used grammatically* when it is used according to the rules of grammar.

To *use words in their true sense*, it is necessary to make a careful study of your words in order to be sure that you have in every instance selected the one word that precisely expresses your meaning. This requires a study of synonyms.

11. Study of Synonyms.—Synonyms are words of similar meaning; such as, *ask* and *demand*, *old* and *ancient*, *huge* and *large*, *strong* and *vigorous*. Synonymous words never have exactly the same meaning. Sometimes two words have apparently the same meaning but they differ in emphasis or in suggestive power.

Many words suggest more than they denote; that is, they call to mind ideas and feelings apart from their precise meaning. For example, the word *home* has associations of comfort and affection that are not possessed by its synonyms *house* and *residence*.

Reference to a good dictionary will help to give you an idea of the slight shades of difference in the meanings of synonymous words. For instance, in the New Standard Dictionary, under the word *ability*, the following synonyms are noted: "Aptitude, capability, capacity, cleverness, competency, dexterity, efficiency, expertness, faculty, power, qualification, readiness, skill, talent." After this list of synonyms is the following information: "*Ability* includes every form of power. *Capacity* is power to receive, *efficiency* power to do, to effect. *Competency* is equal to the occasion, *readiness* prompt for the occasion. *Faculty* is an inherent quality of mind or body; *talent* some special mental ability. *Dexterity* and *skill* are *readiness* and facility in action, having a special end, and are largely acquired. Our *abilities* include our natural *capacity*, *faculties*, and *talents*, with all the *dexterity*, *skill*, and *readiness* that can be acquired. *Efficiency* brings all one's *ability* to bear promptly on the thing to be done."

In Webster's Collegiate Dictionary, an abridged edition of Webster's International Dictionary, under the word *ability* we find the following synonyms: "Capacity, talent, cleverness,

faculty, capability, efficiency, aptitude, aptness, address, dexterity, skill. *Ability* has reference to the active exercise of our faculties. It always supposes something to be *done*, and the power of *doing* it. *Capacity* has reference to the receptive powers. Hence it carries with it the idea of resources and undeveloped power."

These examples of the way synonyms are treated in dictionaries are given to show how easy it is to acquire the habit of precise expression. An indispensable part of the equipment of a letter writer is a good dictionary. This not only gives the spelling and the pronunciation of words, but also helps to make clear the difference in the meaning of synonyms.

If you wish to make a thorough study of synonyms, you should have a book of synonyms. Here you will find a clearer and more helpful discussion of fine shades of meaning in the use of synonymous words than is available in most dictionaries. Among the best works of this sort are Crabbe's *English Synonymes* and Fernald's *English Synonyms, Antonyms, and Prepositions*.

12. Use of National Words.—By national words are meant words that are not foreign or technical, or local in their use, but are commonly used by educated persons in all parts of the country.

In your use of *foreign words* observe these rules: (a) Avoid foreign words unless they express your meaning more clearly than any English words could. (b) Use no foreign words, unless you are sure they will be understood by the reader. In a letter addressed to a person of little education you should include no foreign words, but in a letter written to a well-educated person, such as a banker, a minister, or a school teacher, you might with propriety include a few foreign words. The unnecessary use of foreign words, however, is to be avoided. Their use may be regarded as an affectation.

Localisms are words used in certain localities only, and therefore not understood, or differently understood, in other localities. Under this head are included words like these: *Tote* (carry), *reckon* (think), *tuckered* (tired), *near* (in the

sense of stingy). Localisms are not national and therefore should be avoided.

Technical, or class, words are such as are clearly understood only by persons of a single class or profession. Such words should be used only when it is certain that they will be understood by the reader. Examples of technical words are *dielectric*, *anode*, *ampere*, *volt*, and *ohm* (electrical terms); *tort*, *escheat*, *duress*, *venue*, and *replevin* (legal terms); *quoin*, *pica*, *em*, and *matrix* (printing terms).

13. Use of Reputable Words.—Reputable words are those that are generally used by good authors and writers. In considering whether a word is reputable, the following cautions must be observed:

(a) A word is not necessarily reputable because it is used in conversation, even by well-educated persons; for our everyday speech is thickly sprinkled with *slang*, *vulgarisms*, and *colloquialisms*, all of which, generally speaking, should be eliminated from a letter writer's vocabulary.

(b) A word is not necessarily reputable because it is often used in newspapers or in current fiction, nor even if it occurs a few times in the writings of a standard author.

Slang is to be avoided, as a rule, because most slang expressions are undignified if not positively vulgar. Furthermore, the use of slang begets carelessness in the use of words, for it saves one the trouble of finding the exact words to express the meaning intended. For this reason any person who is making an effort to increase his vocabulary should resist the natural temptation to use slang expressions, but instead should find the reputable words that express his meaning with clearness, force, and dignity.

Vulgarisms include such words as *gal*, *chaw*, *nigger*, *cuss*, etc., which are used by ignorant persons; also clipped or abbreviated words, as *doc* (doctor), *pard* (partner), *gents* (gentlemen), *prof* (professor), *biz* (business), *exam* (examination). These have no place in letters.

Colloquialisms are words ordinarily used in conversation only; for example, *The measles are catching*, *panning out*

well, etc. In some kinds of letters colloquial expressions may be helpful; generally, however, their use is to be avoided. Colloquialisms are not coarse nor low and perhaps not incorrect, but they are below the literary grade and are out of place in formal discourse.

14. Use of Present Words.—Use only words that are considered in good use at the present time. Avoid obsolete words, words that were once in good use, but have passed out of use and are therefore not likely to be understood readily. Such words as *twain*, *methinks*, *yclept*, and *erst* are obsolete.

Avoid newly coined expressions. Many words found in newspapers and magazines are to be avoided, for they are not in good use. Newspaper English does not constitute a safe model for letter writers to follow, because it may contain not only newly coined words, but also slang and vulgarisms. Many words and expressions that do not attract unfavorable attention in a newspaper or a popular magazine, if used in a letter would give the reader a decidedly unfavorable impression as to the education and good taste of the writer.

SENTENCE CONSTRUCTION

15. Essential Qualities of a Good Sentence.—A good sentence should possess these qualities: (1) Grammatical correctness; (2) clearness; (3) emphasis; (4) euphony.

16. Grammatical Correctness.—A letter writer should be correct for his own sake, inasmuch as errors in grammar stamp him as more or less ignorant and illiterate, and lessen the respect of the reader for his message, no matter how worthy it may be. To attain grammatical correctness one must have a thorough knowledge of the principles of English grammar.

17. The following are common errors in grammar which should be avoided:

1. The use of the objective case of a noun or a pronoun before the present participle; as, *The idea of me writing such a long letter was ridiculous* for *The idea of my writing*, etc.

2. Non-agreement of the verb and its subject; as, *Neither of the books were found* for *Neither of the books was found*.

3. Non-agreement of the pronoun and its antecedent; as, *Let every man do their share* for *Let every man do his share*.

4. Mistakes in sequence of tenses; as, *I meant to have told you* for *I meant to tell you*.

5. Confusion of one part of speech for another; as, *I rode most all day* for *I rode almost all day*.

6. The split infinitive; that is, one in which a modifying word or phrase comes between *to* and the infinitive itself; as, *to very clearly describe* for *to describe very clearly*.

7. Confusion of transitive verbs like *lay*, *raise*, *set* with intransitive verbs like *lie*, *rise*, *sit*; as, *He laid helpless for awhile, but finally raised up* for *He lay helpless . . . but finally rose*.

8. Confusion of the principal parts of verbs; as, *I done my best* for *I did my best*.

9. The use of double negatives; as, *I haven't said nothing* for *I have said nothing*.

18. Clearness.—A writer that wishes the recipient of his letter to understand what he says must construct his sentences so that they mean to the reader exactly what they mean to himself.

Clearness in sentences is secured by correct diction, the principles of which have just been discussed; by accurate punctuation; and by observing the principles of unity and coherence.

19. Punctuation.—The primary object of punctuation is to make as clear as possible the meaning of the subject matter written. Correct punctuation always assists the reader in grasping the thought even when the meaning would be fairly obvious without punctuation; in fact, in many sentences it is only by the punctuation that the meaning can be understood at all. Punctuation is therefore just as important a part of the construction of sentences as is the choice of words or the arrangement of phrases and clauses; and it is as much the duty of a writer to make his meaning clear by proper punctuation as by the use of carefully arranged sentences.

Unfortunately, punctuation is quite generally neglected in letters; indeed, it is a rare occurrence to receive a letter, even from an educated person, in which there is an attempt at systematic punctuation. There is really no excuse for this neglect as punctuation is not an art difficult of attainment. In ordinary letters it is very seldom necessary to use any marks other than the period, comma, semicolon, and interrogation point; and any one should easily learn the use of these marks.

Punctuate as you write. Do not write the entire letter and then sprinkle in the marks afterwards. After a little practice you will insert the more common marks, the periods and the commas, almost automatically, just as you dot your *i*'s and cross your *t*'s.

20. Unity.—The principle of unity requires that a sentence contain only one main idea. Sometimes a sentence contains other ideas, but if the sentence is well constructed it will be found that these are subordinated to the main idea.

In endeavoring to secure unity in the sentences you write, observe the following cautions:

1. Omit no words that are needed to express clearly your meaning. Letter writers, for the sake of brevity, are especially likely to omit the subject of the verb; as, *Have accepted your offer*, for *We have accepted your offer*. Sometimes the auxiliary of the verb is omitted; as, *Your catalog mailed*, for *Your catalog has been mailed*. A less common error is the omission of the article; as, *Wanted—A coachman and gardener*, for *Wanted—A coachman and a gardener*. Be cautious about omitting verbs that are needed to complete the meaning. *He likes me better than you* does not become clear until we repeat some form of the verb *like*. The sentence should read, *He likes me better than he likes you*, or *He likes me better than you like me*, according to the intended meaning.

2. Do not use several sentences for ideas that belong together in the same sentence. For example, *We naturally assumed that you had received the goods. They left the factory ten days ago.* Here the thought is more clearly brought out by combining the two sentences in one; thus, *We naturally*

assumed that you had received the goods, for they left the factory ten days ago.

3. Do not combine in one sentence unrelated ideas, each of which belongs in a separate sentence. If you try to tell too much in one sentence, the main idea is hard to find. Letter writers, especially those who dictate their letters, are likely to indulge in excessively long sentences, made up of unrelated statements, strung together with *ands* and *buts*. For instance: *We shipped the goods to you a week ago, and regret that you have not yet received them, but we shall investigate the matter at once, and find out the cause for the delay, and let you know and we trust that no further inconvenience will result to you in this connection, for we always try to give our customers quick service.* Here the idea can be better expressed in several sentences.

4. Avoid the *comma blunder*; that is, the use of the comma to divide into clauses what should be separate sentences, or should be connected by conjunctions. For example: *Jones sold me this car, I am well pleased with it.* Better express this in two sentences; thus, *Jones sold me this car. I am well pleased with it.*

21. Coherence.—The principle of coherence demands that a sentence be so arranged and constructed that it can have but one meaning.

In constructing sentences so that they are coherent, avoid these faults:

1. *Poor Order of Words:* Sometimes a clause is so placed that it may refer to either a preceding or a following word or statement. This is known as the squinting construction. For example, *When you sent your letter, feeling irritated, I didn't answer it.* Modifying words and clauses should always be placed as near as possible to the words they modify.

2. *Change of Construction:* Under this head are included unnecessary changes of subject, voice, mode, or tense. In the sentence, *We ordered the goods, and they were received by us in three days,* both the change of subject from *we* to *they* and the change of voice from the active to the passive are needless.

The sentence is more coherent if recast thus: *We ordered the goods, and received them in three days.*

Parallel ideas should be expressed by similar forms as far as possible. For instance, *We realized clearly the necessity of ordering at once, and to pay our bills on time*, would be more coherent if, instead of using the participial construction of *ordering* in one phrase and the infinitive *to pay* in the other, we use the participial construction for both phrases; as, *We realized clearly the necessity of ordering at once, and of paying our bills on time.*

3. *Ambiguity in Use of Pronouns and Participles:* The careless use of pronouns may render a sentence ambiguous or even untelligible. A sentence like *He told the man to sell his house* leaves us in doubt as to whose house is to be sold. Generally it is advisable to rewrite sentences containing ambiguous pronouns; sometimes, however, merely rearranging a faulty sentence will make the thought perfectly clear. This is true in dealing with ambiguous relative clauses. The sentence, *A man accosted the woman, WHO WAS VERY DRUNK AND NOISY*, would have a very different meaning if arranged so that the relative clause came near to its antecedent, *man*; thus, *A man, WHO WAS VERY DRUNK AND NOISY, accosted the woman.* A participle is often ambiguous because it is so placed that it is not at once evident what word it modifies. It is unwise to use a participle at the opening of a sentence unless the participle modifies the subject. For instance: *Noting your complaint, an answer was given by him in a rather curt way* is much clearer if recast as follows: *When he noted your complaint he gave an answer in a rather curt way*, or, *Noting your complaint, he answered it in a rather curt way.* In the last form the participle *noting* modifies the subject *he*, while in the first form the participle is dangling; that is, there is no word that it properly modifies.

22. Emphasis.—Emphasis is that quality which holds the attention of the reader. To a certain extent, the force of a sentence depends upon the ideas that it contains and the vigor of the diction in which the ideas are clothed. But if the few

simple principles here presented be used, the form of the sentence may also be made to contribute to its emphasis. Even the most interesting facts and the most virile wording cannot give force to sentences that are so constructed that they are lifeless and monotonous.

Observance of the following rules will help to secure emphasis:

1. *Arrange each sentence so that the most important ideas occupy the most prominent positions, and minor thoughts are subordinated.*

The end of the sentence is the most prominent position, while next in importance is the beginning. Therefore, these two parts of the sentence should not be occupied by unimportant words, such as explanatory and parenthetical phrases, prepositions, connectives, and modifiers of no importance.

For example note this sentence: *Consequently, your usefulness to us as a salesman is destroyed or greatly impaired at any rate.* Here both end and beginning of the sentence are occupied by expressions of a parenthetical nature. Much more emphatic is this arrangement: *Your usefulness to us as a salesman is consequently destroyed or at any rate greatly impaired.* This places the important parts of the sentence at its beginning and at its end. The sentence, *Our relations have been satisfactory in every way*, gains in emphasis if the important word *satisfactory* is placed at the end; thus, *Our relations have been in every way satisfactory.*

2. *Vary the Usual Word Order:* Sometimes a word, phrase, or clause may be placed before the subject. Transposition of the subject and verb is often productive of added emphasis. Transposing a word, phrase, or clause to the end of the sentence may make a great change in emphasis.

The sentence, *Style is the quality you most desire in a garment of this sort*, is more emphatic if the subject be taken from its usual place at the beginning of the sentence and put at the end, thus: *In a garment of this sort, the quality you most desire is style.* Likewise the sentence, *The simplicity, durability, and ease of operation of the Royal Tractor are most noteworthy among its strong points*, is improved by transposing the

subject to the end, thus: *Most noteworthy among the strong points of the Royal Tractor are its simplicity, durability, and ease of operation.* Note also that in this rearrangement added emphasis is given to the words *most noteworthy* by placing them at the beginning. *They are today the biggest sellers in the field of high-priced cars,* is not so strong as *In the field of high-priced cars, they are today the biggest sellers.*

3. *Omit Words That Add Nothing to the Thought:* Always express your thoughts in the fewest possible words, if you wish to make them emphatic. The sentence, *Concerning the offer you made me I beg to state that it appeals to me very strongly,* is weak because it is wordy. The same thought is more briefly and more emphatically expressed thus: *Your offer appeals to me strongly.*

4. *When possible, use the principle of climax;* that is, arrange words, phrases, and clauses in the order of their importance, with the most important last.

The following sentences illustrate the principle of climax in the construction of sentences:

This booklet shows you how you can start a pleasant, fascinating, profitable business of your own, be your own boss, and make more money than you are now making.

My system of memory training enables you to concentrate, develop self-control, overcome bashfulness, think on your feet, and address an audience fearlessly and forcefully.

These sectional bookcases are unsurpassed in beauty of design, mechanical details, and practical utility.

23. Euphony.—Euphony is the quality that makes a sentence pleasing in sound. Generally this means the avoidance of unpleasant word combinations. Careful choice of words that suggest the qualities to which they refer adds both euphony and emphasis. The suggestive power of adjectives is especially useful in descriptions; for such expressions as *crisp, flaky crust, shimmering silks*, etc., appeal to the imagination of the reader.

The following cautions should be kept in mind:

1. *Avoid repeating the same word, when this repetition is unnecessary.*

Examples of effects to be avoided:

In regard to your course of study, of course, the course you will follow depends upon your circumstances.

We received your order yesterday, and ordered the plants sent to you at once, and we hope you will receive them in good order.

2. *Avoid words and combinations of words that are hard to pronounce.*

Examples:

Your position is absolutely inexplicable.

Harsh sounds displease me, but soothing syllables lull me to somnolence.

Is it expedient to express such preposterous suppositions?

3. *Avoid rhyme and repetition of similar sounds.*

Examples:

The story you wrote was short, sweet, sensible, and satisfactory.

I missed the mistake Miss Martin made when she misspelled mysterious.

I'll write tonight and tell him to sell the hotel.

24. Length of Sentences.—If a sentence is well constructed, its length is a matter of secondary importance. As a rule, however, the use of long sentences, especially by young or inexperienced writers, is a fruitful source of obscurity. In letter writing, it is better to use chiefly short sentences, not because they are better than long sentences, but because in the hurry of correspondence the writer is not likely to take time to construct a long sentence so that the main idea stands out clearly.

25. Kinds of Sentences.—Sentences may be simple, complex, or compound. A **simple sentence** includes only one subject and predicate. It expresses a single statement, a question, or a command.

I received your letter. (Statement)

Did you send the telegram? (Question)

He came yesterday. (Statement)

Come here, John. (Command)

A sentence may include a number of phrases and still be regarded as a simple sentence. The sentence, *John succeeded*

in spite of the difficulty of his task, is simple because it has only one subject—*John*—and one predicate—*succeeded*.

As soon as clauses enter into a sentence, it is no longer simple, but is either complex or compound. This is because an expression, in order to be regarded as a clause, must always contain a subject and a predicate, so that the sentence would have more than one subject and one predicate.

26. A **complex sentence** includes a main clause and one or more dependent clauses. In the sentence, *I received your courteous letter, which mentioned your rapid advancement*, the expression *I received your courteous letter* is the main clause and *which mentioned your rapid advancement* is a dependent clause. In the complex sentences that follow, the dependent clauses are printed in *Italic*:

Let me know *if you decide to come*.

I believe *that you are doing your best*.

The books *that I have read* do not explain very thoroughly *how I can train my memory*.

In the use of complex sentences care should be taken to avoid weakening the force of the main clause by having too many subordinate clauses.

27. A **compound sentence** is made up of two or more main clauses. If these clauses were not united, each would be a separate sentence. A compound sentence may also contain dependent clauses.

The autumn has come, and the days are becoming colder.

Some persons prefer the seashore for a vacation trip, others like to go to the mountains.

I received your letter yesterday, but I did not have time to answer it until this afternoon.

The man *who saves regularly* will have a reserve laid by for a rainy day, but the spendthrift *who never saves a cent* will be dependent upon the charity of others in his old age. (Dependent clauses printed in *Italic*.)

A wrong use of the compound sentence is that in which a subordinate thought is expressed in an independent clause. For example, in the sentence *I saw your brother yesterday, and learned with pleasure that you had enlisted in the navy*, the

thought *I saw your brother* is subordinate to the main thought, and the sentence is better expressed in the complex form, *When I saw your brother yesterday, I learned with pleasure that you had enlisted in the navy.*

28. Loose, Periodic, and Balanced Sentences.—A *loose sentence* is one in which the various parts—subject, predicate, modifiers, etc.—occur in the order in which they naturally suggest themselves to the mind. The following are loose sentences :

Your discussion is excellent and does you credit, though I must say frankly I think you can improve considerably your manner of expression.

You would have made more rapid progress in your studies, if you had not been handicapped by your own sickness and that of your mother.

It is doubtless true that he has been very successful in making money, even though we may not approve of the methods he has used.

29. A *periodic sentence* is one in which the parts are so arranged that the sense is incomplete until the end is reached.

The loose sentences that have just been given may be changed to periodic sentences by placing the main clause at the end, as follows :

Though I must say frankly I think you can improve considerably your manner of expression, your discussion is excellent and does you credit.

If you had not been handicapped by your own sickness and that of your mother, you would have made more rapid progress in your studies.

Even though we may not approve of the methods he has used, it is doubtless true that he has been very successful in making money.

Note that the loose sentence may be stopped before the end is reached, and yet make grammatical sense, but the periodic sentence is not complete until the last word is reached. .

The principle of suspense makes the periodic sentence more emphatic than the loose sentence; hence, for the sake of force and variety it is advisable to use the periodic form occasionally, provided the sentence is so short and uninvolved that the reader can grasp the meaning at once.

In general the loose sentence is easier to construct and easier to understand than the periodic sentence, simply because it fol-

lows the order in which the words naturally occur to a person, when he thinks of what he wishes to say and not of the form of expression. For this reason, the loose sentence is especially adapted to letter writing. Periodic sentences are more appropriate for stately and formal composition, but should be used sparingly in letters.

30. The *balanced sentence* is composed of parts alike in form, but generally contrasted in meaning. The following are balanced sentences:

We would make them better if we could; we could make them cheaper, but we won't.

Literary English aims at the amusement or instruction of the reader; business English seeks to produce a profit.

The owner of a low-priced car takes pride in the durability and economy of his car; the possessor of an expensive machine enjoys the style and comfort of his equipment.

31. Variety in Sentence Construction.—In letter writing, as in all other forms of written composition, the choice of sentences should be influenced to some extent by the principle of variety. It is just as necessary to be able to use judiciously the various kinds of sentences as it is to possess a comprehensive vocabulary. While we should, as a rule, use short sentences, we should not fill a page with sentences of nearly the same length, or of similar form. Such a page makes monotonous reading. For the sake of variety, a sentence rather longer than usual should be occasionally introduced; and for the same reason, the steady succession of loose sentences should be broken at intervals by the more forceful periodic sentences, or by an occasional balanced sentence. It should be remembered, too, that a short sentence among several longer ones arrests attention by its very brevity, directness, and abruptness. For this reason a short sentence is often used at the beginning of a paragraph, to state the subject of the paragraph; or at the end, to sum up or to enforce a thought already presented.

Variety in sentences applies not only to their length, but also to their form. The sentences in a letter may be long or short; declarative, imperative, or interrogative; loose, periodic,

or balanced; simple, complex, or compound. Not only can we vary the kind of sentences we use, but we can also vary their arrangement. Thus, we have almost limitless opportunities for avoiding a monotonous unimpressive style.

CONSTRUCTION OF PARAGRAPHS

32. A *paragraph* is a single sentence or a connected series of sentences constituting the development of a single topic.

Letters should be paragraphed in much the same way as other compositions. After one topic has been fully discussed, the eye and mind of the reader should be prepared for the transition to another topic, by a broken line. Since the purpose of the paragraph is to make easy the reading of the message, the tendency in business letters is toward short paragraphs, generally of 75 words or less. In some kinds of letters single-sentence paragraphs serve to secure attention or to add emphasis. Care should be taken, however, to use these sparingly.

The fundamental requisites of a paragraph are *unity*, *coherence*, and *emphasis*.

33. Unity.—The paragraph is in reality an expanded sentence, and like the sentence should contain but one leading topic or idea. In fact, the idea expressed by a paragraph that has the proper unity can usually be summed up in a single sentence. If this is not possible, the paragraph contains thoughts that do not belong there, and these should be transferred to another paragraph or left out entirely.

The leading idea of the paragraph is contained in the *topic sentence*, which is generally near the opening of the paragraph. Usually the topic sentence is the first one; frequently, however, it is preceded by a sentence that serves to form a connection between the paragraph and the one preceding. Sometimes the topic sentence is placed at the end of the paragraph. In the following paragraphs the topic sentences are printed in *Italic*:

(a) *A filing system should be elastic.* It should be capable of growth, as the correspondence of a business grows. Some systems

meet the requirements of a small business, but are not elastic enough for any business where the correspondence amounts to more than a few letters a day.

(b) *You have not lived up to your agreement.* You promised to pay this bill in full by July 1, if we would refrain from any legal action. We fully expected that you would do this, in view of the consideration we have shown you in this matter, and, therefore, we were very much disappointed not to hear from you.

(c) But this is not the only reason why you should let us hear from you at once. *Remember that the sooner you secure a thorough grasp of the principles of effective business correspondence, the sooner you will be able to put yourself in line for promotion and for a liberal increase in salary.* The demand for capable letter writers is constant, and the coming of peace will serve to increase this demand, especially in the export business.

(d) A word is the expression of an idea; it is related to the idea somewhat as the body is to the soul or mind. Without the word, we cannot get in touch with the idea; and without an understanding of the idea, the word is of no value to us. *Words are our chief means of communication.*

34. A good way to secure unity in paragraphs is to decide in advance what each paragraph is to discuss. Jot down on paper the topics that are to be included in a letter. Then build up each topic into a separate paragraph, by adding to the topic sentence the details that are needed to convey the idea of the paragraph to the mind of the reader.

Suppose you are going to write a letter of application. Disregarding the introductory paragraph and the concluding paragraph, the topic sentences of the various paragraphs that make up the body of the letter might be as follows:

- (1) I have had considerable experience.
- (2) Previous employers speak well of my work.
- (3) I have been preparing myself for a bigger job.

Filling in the details, you might have the following paragraphs:

I have had considerable experience. As soon as I was graduated from the Scranton High School in 1912, I secured a position in the office of the Scranton Coal Company, where I did general clerical work that gave me an insight into modern business methods. I remained there four years, being promoted five times, with a salary increase each time. My last position with this company was that of office manager. In September a better position was offered to me by the Hudson Coal

Company, where I have charge of an office force of fifty. My duties in my present position include the supervision of all correspondence, of all accounting, and of all clerical and statistical work.

Previous employers speak well of my work. Mr. A. J. Peterson, of the Scranton Coal Company, told me that he was entirely satisfied with my services, and was sorry that he could not induce me to stay with him. He will be very glad to write you in detail about my qualifications. For information as to what I have done with the Hudson Coal Company, let me refer you to Mr. G. N. Mott, General Manager, Hudson Coal Company, People's Bank Building, Scranton.

I have been preparing myself for a bigger job. During the past four years in my spare time, I have devoted myself assiduously to specialized training that will fit me for an executive position of responsibility. I finished the complete business course in the Scranton Business College, and then took the Wharton School Course, with the scope of which I think you are familiar, so that I need not describe it in detail. Besides this, I am a regular reader of the best periodicals and books that treat of the latest developments in modern business practice.

35. Coherence.—A paragraph is said to have coherence when each sentence in it is closely related to the one that follows, and the thought is carried without interruption from the beginning to the close. Coherence depends upon such arrangement of sentences as will make it easy for the reader to grasp the thought, and upon the judicious use of connecting words and phrases.

36. Coherence by Arrangement.—The ideas that constitute a paragraph may be coherently arranged by several methods. Sometimes the facts are presented in the time order; that is, in the order of their occurrence. This method would be used in detailing the steps of a process, as in a descriptive paragraph, or in narrating the events leading up to a certain situation, as in a letter of complaint.

Another method is to arrange the details of a description according to the space order. For instance, a paragraph in a letter intended to sell red-cedar chests might begin by describing the exterior of the chest and then give details about the interior.

In the *deductive* order the topic sentence comes first, giving a general statement. This is followed by details or illustrative facts. Sometimes an effect is stated, and then the causes are

enumerated. In the *inductive* order, on the other hand, the details come first, and the general statement, or topic sentence, ends the paragraph; or causes are given first and then the effect. The *climatic* order arranges facts in the order of their importance, placing the most important at the end of the paragraph.

37. Coherence by Connectives.—While proper arrangement is the best method of securing coherence in the paragraph, connecting words and phrases are often helpful, too, for they serve to bind related sentences more closely. Care should be taken to avoid the excessive use of connectives. Frequently the relation between the sentences of a paragraph is so obvious that connectives are unnecessary, and sometimes the connection can be made more effectively in other ways; for instance, by the repetition of a word or by the employment of synonymous expressions.

If the use of connectives becomes necessary, it is important to use care in selecting just the right word to express the connection. *And* and *but* are the weakest connectives, and are often used indiscriminately. It should be remembered that *and* connects coordinate ideas, while *but* connects contrasted ideas.

When a sentence modifies what is said in the preceding sentence, some such connective as *to be sure*, *at the same time*, should be used.

A sentence that states a consequence of what precedes should have as a connective some such word or phrase as *therefore*, *hence*, *accordingly*, *as a result*.

When a sentence states something in opposition to what precedes, the thought can be brought out best by the use of some such connective as *but*, *however*, *on the other hand*, *nevertheless*.

38. Importance of Coherence.—To illustrate the importance of coherence in what we write let us assume that we are answering some one who has shown interest in a house we have for sale and has written to us for details. The following is part of the description of the house that is included in our hasty reply:

This house is one of the most desirable residences in the Oak Park section, and it is situated only four minutes' walk from the D., L. & W. station, and a few hundred feet from the beach. The entire interior is finished in oak, and the garage also has rooms for the chauffeur. The attic has an abundance of storage space, and three good-sized rooms. The cellar is provided with a cement floor, and includes a separate room for vegetable storage, and a laundry with stationary tubs.

As you enter the house you come first to the spacious reception hall, from which mount the stairs to the second floor, and here you will find four roomy bedrooms, and each of these has two windows, and two of them have open fireplaces. The bathroom is conveniently located, and is unusually large. There is a wide porch at the front of the house, which sets back 50 feet from the street, which has just been paved.

It is evident that this description is lacking in coherence. The sentences are hastily strung together, and no care is used in the choice of connectives. The viewpoint of the reader of the description is frequently changed. He reads something about the attic, and then about the cellar. Then he is ushered into the house, and immediately taken up-stairs, without taking any notice of the interesting details of the first floor. A description like this, to make a vivid appeal to the reader, should take that reader, in imagination, on a sight-seeing trip through the house, presenting the details in the natural order.

A more coherent description would begin like this:

This house is one of the most desirable residences of Oak Park section. It is situated only four minutes' walk from the D., L. & W. station, within a few hundred feet of the beach. As you approach the house you note that it is located on a newly paved street. In front of the house is a well-kept lawn, 50 feet deep. Passing over the wide porch at the front of the house you enter the spacious reception hall. This room, like all the other rooms of the house, is tastefully finished in dark oak, and has just been papered with a tasteful design in light brown, which harmonizes well with the woodwork. To the right of the reception hall is the living room, a large but cozy apartment, twelve by twenty, with an open fireplace, built-in bookcases, and plenty of wide windows affording a splendid view of the water. All the rooms down-stairs have hardwood floors.

From the living room you pass through an arched doorway to the dining room, fourteen feet square, provided with a china closet and sideboard. The kitchen is entered from the dining room through the pantry, six by eight, which is well equipped in every detail.

In the kitchen, ten by twelve, you will find a kitchen cabinet, built in, and a modern range, suitable for gas or coal.

The rest of the details would be brought out in this way in the natural and logical order.

39. Emphasis.—If a paragraph possess unity and coherence, it will probably have the quality of emphasis, also. The beginning and the end of the paragraph are the two most prominent positions, and should never be occupied by unimportant thoughts, but should be reserved for sentences that contain the principal ideas of the paragraph. When the principle of climax is followed in constructing the paragraph, emphasis is secured. Frequently, a short sentence at the end of a paragraph is used for emphasis. This sentence is generally a summary or a concrete illustration of the point discussed in the paragraph.

40. Emphasis depends primarily upon position, as has been shown, but the principle of proportion is also helpful in this connection. By this we mean that each idea in the paragraph should be given space proportionate to its importance. Care should be taken not to give subordinate ideas more prominence than they deserve, by presenting them in unnecessary detail.

Various mechanical means of securing emphasis may be mentioned here. Among them are the following:

1. The use of capital letters: Send your order **NOW**.
2. The use of Italics: You must act *at once*.
3. Underlining: This is an unusual offer.
4. Spacing a word, or the words in a clause: Do it n-o-w; These are our terms to you, a—very—special—offer.
5. The use of a dash before the word to be emphasized: What you want most in your business is—service.

These devices for securing emphasis should be used sparingly, for if they are employed too often they will no longer attract special attention.

41. The incoherence of the following selections is due to a failure to combine related ideas in sentences, an improper

arrangement of material, or a poor mode of expression. Compare the incoherent forms with those given as coherent and then aim to avoid similar incoherencies.

INCOHERENT

The sun rose early in the morning. It looked like a ball of fire in the clear blue heavens. For the first time in my life I declined an invitation to ride. It was not a hot day nor was it cold. It was a day to make a person feel glad that he was living. I was not the only one to enjoy this beautiful day. I decided to take a walk. I chose for my course a winding road which led to the woods. Before I had gone very far my friend came along in his car. He stopped and asked me to ride with him. I asked him to walk with me instead of my riding with him.

COHERENT

The sun rose in the morning as a ball of fire in the clear blue heavens. It was not a hot day nor was it cold, just a day to make a person feel glad that he was living. I decided to take a walk, and chose for my course a winding road which led to the woods. I was not the only one to enjoy this beautiful day, for before I had gone very far my friend came along in his car. He stopped and asked me to ride with him; for the first time in my life I declined his invitation and asked him to walk with me.

INCOHERENT

Your advertisement in today's Times tells me you want a young man familiar with business letter forms and double-entry bookkeeping. Will you consider me for the position?

For the past two summers I worked as an assistant bookkeeper for the Acme Iron Works of this city and I have had a little experience as a bookkeeper.

I have just graduated from the Central High School and I am nineteen years old, where I took a four-year commercial course. I studied Business Arithmetic, Commercial Correspondence, Single-and Double-Entry Bookkeeping, and Business Practice. For my character and ability, I refer you to Mr. James Johns, of the Acme Iron Works, he is head bookkeeper, and to Mr. Charles Wilson. He was my English teacher in the High School. I have always been interested in using correct English, and you can see I use it right.

If the position you offer is one where there is a chance to go ahead, I am your man. I should like to have an interview with you.

COHERENT

From your advertisement in today's Times I learn that you are in need of a young man who is familiar with business letter forms and double-entry bookkeeping. I should like you to consider my application for the position.

I have had a little experience as a bookkeeper, as I worked as an assistant bookkeeper for the Acme Iron Works of this city during the past two summers.

I am nineteen years of age, and have just been graduated from the Central High School where I took a four-year commercial course. This, as you know, includes Business Arithmetic, Commercial Correspondence, Single- and Double-Entry Bookkeeping, and Business Practice. I have always been interested in using correct English, and have given considerable study to the principles governing correct, effective diction.

As to my character and ability, I am permitted to refer you to Mr. James Johns, head bookkeeper of the Acme Iron Works, and to Mr. Charles Wilson, my English teacher in the High School.

If the position you offer is one in which there is a prospect for advancement for an energetic, capable young man, I should like to have an interview with you at any time which is convenient for you.

42. The following incoherent paragraph was given to several students who were asked to rewrite it, explaining how coherence is violated, and in their explanation to refer to the sentences by number. They were told to consider each sentence separately so as to determine the correct construction of each one, and then to decide in what order the sentences should be arranged.

The form and explanation given by one student, as well as the paragraph as originally written by its author, Blackmore, is here presented. They differ in several respects, but each one is coherent. From them, it may be noted that though no two persons are likely to write a long paragraph in exactly the same way, both may be correct.

INCOHERENT FORM

(1) That night such a frost ensued as never had been read about in ancient books or histories of Frobisher neither had we dreamed of.

(2) Many men were killed and in their headropes cattle became rigid, while the kettle by the fire froze and the crock upon the hearthcheeks

was frozen. (3) And the ancient oak at the cross was rent, and many scores of ash trees. (4) And our great walnut lost three branches and though growing meanwhile, as the soul does, has been dying ever since. (5) And I heard that fearful sound, the sharp yet solemn sound of a tree burst open by the frost-blow which never I had heard before, neither since have heard, except during that same winter. (6) And why should I tell all this? (7) The people who have not seen it (as I have) till such another frost comes, will only disbelieve and make faces, which perhaps may never be.

COHERENT FORM AND EXPLANATION WRITTEN BY STUDENT

(1) That night ensued such a frost as we had never dreamed of, or read about in ancient books or in histories of Frobisher. (5) I heard that fearful sound, which I had never before heard and have not heard since that winter,—the sharp yet solemn sound of trees burst open by the frost-blow. (3) The ancient oak at the cross was rent, as were many score of ash trees. (4) Our great walnut lost three branches and though growing meanwhile, as the soul does, has been dying ever since. (2) The crock upon the hearthcheeks froze as did the kettle by the fire, cattle became rigid in their head ropes, and many men were killed. (6) But why should I tell all this? (7) Till such another frost comes, which perhaps may never be, the people who have not seen it (as I have), will only make faces and disbelieve.

The whole selection gives a general impression of incoherence. Sentences are loosely strung together and modifying elements are separated from the elements they modify. There is no logical arrangement of the sentences and as coherence requires a logical sequence of thought the rearrangement of the sentences is necessary. The undue use of the connective *and* should also be remedied.

Sentence (1) remains as the introductory sentence because it is the only sentence that mentions directly "that night" or that particular frost. It introduces us to the subject in a general way, so fulfils the duties of a topic sentence. Now we are ready for the particulars in the order of their importance.

Sentence (5) rightfully precedes (3) for it is preparatory for (3). In (3) we learn the particulars about the trees whose bursting caused the sound mentioned in (5)—we learn *what* trees burst. Since (4) mentions another tree, it really has the same value as (3) and may immediately follow. Sentence (2) follows with more results, still carrying out the relation of cause and effect. The four items in (2) have been rearranged in the order of importance or of climax, forming climax in the paragraph as well as in the sentence.

Now that the climax is passed, the conclusion may be approached. It begins in the form of a rhetorical question, so that the sentence is

allowed to stand, *and* being changed to *but* so as to show the change of thought and to prepare for the following sentences. The two sentences in the conclusion follow the order of cause and effect, (6) and (7) respectively.

In the extract as rearranged, the following principles of coherence have been enforced: Use of topic sentence; use of logical order; cause and effect; climax; avoidance of the *and* habit.

AUTHOR'S FORM

That night such a frost ensued as we had never dreamed of, neither read in ancient books or histories of Frobisher. The kettle by the fire froze, and the crock upon the hearthcheeks; many men were killed, and cattle rigid in their headropes. Then I heard that fearful sound which never I had heard before, neither since have heard, except during that same winter,—the sharp yet solemn sound of trees burst open by the frost-blow. Our great walnut lost three branches and has been dying ever since, though growing meanwhile, as the soul does. And the ancient oak at the cross was rent, and many score of ash trees. But why should I tell all this? The people who have not seen it (as I have) will only make faces and disbelieve, till such another frost comes, which perhaps may never be.

43. Length of Paragraphs.—In letter writing the length of the paragraph depends upon the purpose of the letter and the type of person to whom the letter is addressed. If a letter is intended to produce quick action on the part of the reader, or to attract attention to some proposition, short paragraphs are best, for they serve to give the letter the brisk, snappy tone that is desirable in such cases. Sometimes short paragraphs help to make a letter easy to read; and this should be kept in mind in writing to persons of little education, to those who receive few letters, and to busy men who must read very hastily the letters they receive. A letter made up exclusively of short paragraphs, however, is likely to lack convincing power, for though it may be strong in attention value, the shortness of the paragraphs gives no opportunity for detailed descriptions and carefully worded statements.

The use of paragraphs of about the same length throughout a letter tends to make it uninteresting. The principle of variety should be followed. Important ideas can be emphasized by

short paragraphs, while longer paragraphs may be employed where it is necessary to present a point in considerable detail.

Long paragraphs give a letter a dignified, conservative tone, and are therefore suitable in letters addressed to educated persons, professional men, etc. They are also advisable wherever it is necessary to propitiate the reader, as in answering complaints, or to advance detailed arguments in behalf of some proposition, as in selling securities, or any high-priced commodity.

44. The following selection as originally written consisted of five paragraphs, for there were five points taken up in the letter of inquiry and each paragraph of the reply discusses one of these points in detail. Try to determine with what expression each paragraph division should be made. Then write the selection properly paragraphed in order that you may see how much more readily the thought is grasped when the matter is written in several paragraphs.

We take pleasure in replying to your letter of April 22 concerning accommodations at Man's Island. We have some very desirable cottages still available. They are all close to the hotel, and are rented in connection with it. We are sending you under separate cover some pictures of Man's Island and a booklet which will show you just what these cottages are. We believe that you would find them attractive and suited to your needs. If you wish to ask any additional questions about them, we shall be glad to hear from you again. As you have said, there is no fishing allowed on the island, but the mainland is but a short distance away, and the fishing in the vicinity of Johnstown is well above the average. Early in the summer the bass fishing on the inland lakes, a short distance from the coast, is excellent, and there is no time when the fisherman is not rewarded for his effort. Man's Island is a summer resort frequented especially by people who wish to spend most of their time in the woods. They dress to suit themselves; a good deal of tramping and boating of the most enjoyable kind is to be found in the immediate vicinity of the hotel. As you know, the island is a game preserve, and the pleasure of watching the deer and moose is one of the chief attractions of the place. We should be glad to have your application for accommodations as soon as you can send it, since we have not many cottages at our disposal. We enclose a blue print of a one-room cottage near the hotel, which we believe you will find particularly desirable.

SPECIMEN LETTERS

45. You have learned what are the general principles followed in effective composition and you have seen what are the qualities of good sentences and paragraphs. You have also studied about the importance of variety in sentence construction and the value of varying the length of both sentences and paragraphs.

The benefit you obtain from this study will depend very largely upon how well and how often you make use of what you studied. The mere reading of the discussions will profit you but little. You can be helped by them only as you apply the principles to your reading and your writing. Put the principles into use and you will soon see a great improvement in your diction and in the effectiveness of your personal correspondence.

The letters given here as specimens illustrate many points discussed in your lessons. They are not letters written just to bring out these points, but are, for the most part, letters which have been used in actual business, and thus show how correspondents employ the principles given you in these lessons. Scrutinize these letters and try to determine what makes them effective or causes them to make a strong appeal to the reader. Ask yourself: How has the writer conveyed his message? Why do the sentences vary in length and in construction? Why is a short sentence or paragraph used in one place, while a longer one is more effective in some other place? What about the arrangement helps to make each letter clear, coherent, and unified? Assume a critical but open-minded attitude toward the letters and decide what are the good points in them. Then practice the writing of personal letters in order that you may acquire facility and ease in writing them.

T. B. BARNES
Chairman of the Board

I. F. BARNES
President

RONALD DANGS
Vice President

BARNES MEN'S APPAREL

Spruce and Pine Streets, Ypsilanti, Mich.

OFFICE OF THE PRESIDENT:

September 23, 1922

Mr. J. C. Spencer
916 Washburn Ave.
Ypsilanti, Mich.

Dear Sir;

As president of this firm I wish to extend a special invitation to our regular customers to attend our Birthday Party - a three-day celebration of our forty-sixth anniversary and the completion of the first year in our greater store.

The people of this city and the surrounding territory have patronized us liberally - we are truly grateful and have chosen this means of giving something to them. You who have helped us to become the Greatest Store for Men in Ypsilanti should be the first to benefit by this three-day invitation event. Only the most desirable and up-to-the-minute merchandise which is in demand now will be offered at prices that will make it outstanding in values - the greatest we have offered in years. Immediately after the third day of the Birthday Party, all prices will go back to normal.

I am particularly enthusiastic about this celebration because it marks forty-six years of service and satisfaction to the men of this city - because in the last five months of the fiscal year we have shown an average increase in sales of over fifty per cent. - because we are growing faster today than ever before in our career - but chiefly because it is our first Birthday Party in forty-six years.

Don't forget the days and dates - Tuesday, Wednesday, and Thursday - September 26, 27, and 28. I expect you at the party.

Cordially yours,

I. F. Barnes

President

G. T. MYERS COMPANY

Investment Securities

415 Broadway

ATLANTIC CITY, N. J.

December 5, 1922

Mr. Gavin DuBois
1920 Orthodox Street
New Orleans, La.

My dear Mr. DuBois:

Our records show that you purchased from us sometime ago \$3,000 Goodrich Rubber 7s, due 1925.

I am writing to advise you that these bonds have been called for payment at 103, and interest. You paid 98-1/4 for the bonds, by the way, so you have received a very good return on your money for the time that you have had it invested.

I am taking it for granted that you wish to re-invest the money. In this connection, I am enclosing a list of bonds that we are offering for investment. I call your particular attention to an issue of School Bonds of Light, Arkansas.

As I returned this morning from this town I know what are the exact conditions, and I recommend the bonds to you as exceptionally good value. I feel certain that you would be compelled to buy the same class of bonds of a town in any northern state on a 4.40% or a 4-1/2% basis.

Light, Arkansas, is on the main line of the Missouri Pacific Railroad between Little Rock and Texarkana. It is a town of about 6,500 people; has its own electric light and waterworks, and all modern facilities, including sewers, running water, and a modern automobile fire department. It is the distributing center for considerable adjacent territory, and good roads connect it with all points in the county. Traveling salesmen tell me that it is the best town between Little Rock and Texarkana. It has splendid homes. There are any number of them that we should be proud to have in our best residential section in New Orleans for they cost anywhere from \$30,000 to \$50,000 to construct.

I am frankly enthusiastic about these bonds, and I know, if you buy bonds of this kind, you will never suffer a loss of principal or interest. The school buildings are all of modern construction, being of brick and stone.

If you should wish a little higher return on your money, I call your attention to an issue of Plantation bonds in Issaquena County, Mississippi. This loan was made after a personal investigation by Mr. George Mason of our office. This plantation embraces 1,000 acres of land, all under cultivation for many years, in the heart of the Mississippi Delta, where the fertility of the soil is practically unlimited. Our experience with bonds of this kind has been very satisfactory, and I recommend them to you with the certainty that you will never lose a cent of the interest or principal.

I call your attention, in the third place, to an issue of Texarkana, Arkansas, Paving bonds. Texarkana, Arkansas, is located about 50 miles from Light on the Missouri Pacific, and is a town about half a century old. What I said of Light, Arkansas, I say of Texarkana. It is a live, progressive distributing center for a rich agricultural territory, and I know its bonds are perfectly good. They will cost you just a fraction over par.

If none of these securities appeal to you, I shall appreciate it if you will communicate with me, and I will offer you others.

I believe these bonds to be the most attractive that we have on the list at this time.

I thank you very much for your continued business.

Very truly yours,

G. T. Myers Co.

Edward Myers, Jr.
Edward Myers, Jr.

E.M:L

1926 Louisville St.
Lexington, Kentucky
September 11, 1922

Dr. J. W. Simpson
808 North Third St.
Lexington, Ky.

Dear Dr. Simpson:

Last Call!

There's nothing left of summer but vacation memories and if you intend to order your fall suit in advance of the season you have but few remaining days.

Wouldn't you like to have your new fall suit all ready to slip into on the first cool morning--and the first cool morning is just around the corner.

It really isn't a bit too early to order your fall suit right now, is it? Why not do it today?

Cordially yours,

The London Tailors

LETTER WRITING

(PART 4)

BUSINESS LETTERS

1. The letters presented in the following pages show the forms and nature of letters used in business. Various other styles of letters may be required by exceptional circumstances, but a careful study of the letters and explanations here given should enable a student to compose letters suitable to any business condition he may encounter.

LETTERS ORDERING GOODS

2. A letter ordering goods should satisfy the following requirements:

1. *It should be well arranged*, so that the items stand out clearly, making the order easy to fill. The items should be gathered together—not scattered throughout the letter—and arranged in tabular form; that is, only one item should be placed on a line. If the length of the items permits, they should be placed in the center of the page, with a wider margin than usual at the right and the left.

2. *It should be definite in every detail*, so as to eliminate the possibility of error or delay in filling the order. Include all descriptive details, such as color, size, style, price, catalog number, etc., that will help to make clear just what you want. Tell how the goods are to be sent, whether by mail, express, or freight. If they are needed by a certain date mention the date. Unless you have an account with the firm from which you are ordering, be sure to state how payment is to be made. If a

remittance is enclosed with the order, tell in just what form—whether check, draft, money or express order, cash, or stamps. Give, in full, your name and the address to which the goods are to be sent. If your express or freight address is different from your post-office address, make this fact clear.

No punctuation is necessary between the items of an order. Abbreviations are employed wherever possible. Capitalize the name of each article and any words used to distinguish it from other varieties of the same class of goods. For example:
1 lb. English Breakfast Tea; 1 yd. Black Satin Duchesse.

SPECIMEN LETTERS ORDERING GOODS

623 Oak Ave.
Scranton, Pa.
February 6, 1923

Scott, Fuller and Company
Syracuse, N. Y.

Gentlemen:

Send me at once the following articles, listed in your 1923 Spring Catalog, and charge to my account:

3 doz.	No. 432	Men's Cotton Hose, Black only, asst'd sizes,	@ \$ 2.25
5 "	"	285 Women's Silk Stockings, Black, asst'd sizes,	@ \$ 9.50
11 "	"	113 Children's Tan School Stockings, asst'd sizes,	@ \$ 2.40
20 "	"	450 Men's Initial Handkerchiefs,	@ \$ 1.00
1 "	"	236 Silkoline Umbrellas, 26 inch,	@ \$16.00
2 "	"	82 Men's Work Shirts, asst'd sizes,	@ \$ 8.40

Ship these goods by freight, except the Children's Stockings, which you may send by express, collect, as I need them right away.

Yours very truly,

Ellwood S. Jones

236 Penn Ave.
Pittsburgh, Pa.
June 23, 1923

The Curtis Publishing Company
Philadelphia, Pa.

Gentlemen:

I enclose a postal money order for \$2.00. Kindly send me the Saturday Evening Post for a year, beginning with the first issue in July.

Yours truly,

Mrs. Henry L. Owens

PAYMENTS BY MAIL

3. Methods of Remitting.—When payments are made by mail, the following points should be considered:

1. The remittance should be easily convertible into cash without expense to the receiver.
2. The sender should have some evidence that he sent the money and that it reached the person for whom it was intended.
3. The risk of loss should be reduced to a minimum.

The following are the most common methods of making payments by mail:

1. Currency and stamps sent by regular mail.
2. Currency sent by registered mail.
3. Money order: (*a*) Postal; (*b*) Express.
4. Check: (*a*) Personal; (*b*) Certified.
5. Bank drafts.

4. Currency and stamps are sometimes used to make payments by mail, when the amount involved is small, as less

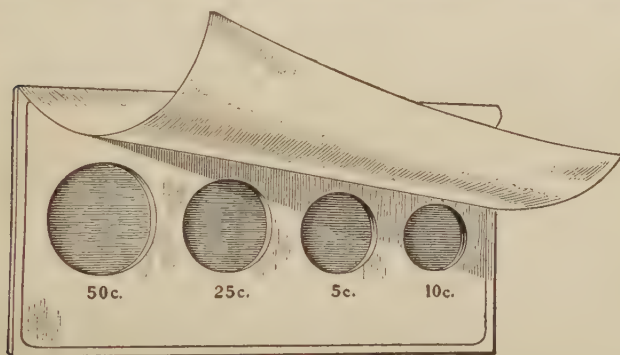


FIG. 1

than one dollar. Some advertisers invite purchasers to use this method, because it makes action easy on the part of the customer, and the advertiser willingly assumes all risk. In sales letters, coin cards, such as that shown in Fig. 1, are often enclosed for convenience and safety in sending remittances in silver. If a coin card is not provided, one may

easily be made from a piece of thick cardboard by cutting a hole into which the coin is put and where it is held in place by slips of paper pasted over it. It is best to fold stamps in waxed paper or to put them into a small envelope.

5. Registered Mail.—The registry system affords some safeguards, as it provides for careful transmission of money and other valuable mail. It furnishes a receipt to the sender, although this receipt shows only that the piece of mail was delivered safely to the person addressed; it does not give evidence of payment, as it cannot indicate the nature of the enclosure.

6. Postal Money Orders.—The postal money order is a safe, cheap, and convenient method of sending money by

No. <u>469</u>		Scranton, Pa., <u>May 1, 19</u>		No. <u>469</u>	
To <u>H. B. Sanders</u>					
For <u>Apr. Bill</u>					
	Dollars	Pay to the Order of <u>H. B. Sanders</u>		\$ <u>47.69</u>	
Bal. bro't for'd	327 81				
Am't deposited	246 27				
Total	574 07				
Am't. this Check	47 69				
Bal. card for'd	526 37				
		Forty-seven and ⁶⁹ / ₁₀₀ Dollars.			
		<u>A. V. Cartwright</u>			

FIG. 2

mail. It is an agreement signed by the postmaster of one place that the postmaster of another place will pay the amount named in the order to the person named in the order. Postal money orders may be obtained at most post offices and are used in sending sums of money of moderate size. The remitter is sure his money will reach the person for whom it is intended, but the receipt given by the post office does not show who sent the money nor who received it.

7. Express Money Orders.—The express money order includes the name of the remitter and the amount sent, and must be indorsed by the receiver before it is paid. This makes a complete record, which, however, is kept by the express company, so that the remitter holds no evidence of the trans-

action. The rates for sending large sums of money by this method are cheaper than those for postal money orders.

8. Checks.—A check is a written order on a bank for the payment of money that the signer, or drawer, of the check has previously deposited in the bank. It is a convenient form for making payments. The writing on a check should be plain and the sum for which the check is drawn should be written in both words and figures.

The correct form of a check is shown in Fig. 2, which has a *stub* attached and filled in. Always begin writing the amount of the check, both the words and the figures, close to the left of the space allowed for it, or some other person may “raise” the check (that is, increase its amount) for more than you had made it.

When sending money by check to some one at a distance who needs to be assured that the check is good, a certified check should be used. A certified check is an ordinary personal check bearing on its face a stamped or written certification by the cashier of the bank on which it is drawn, by which the bank becomes responsible for its payment. The amount of such check is immediately deducted from the maker’s account.

9. Bank Drafts.—A bank draft is a written order for money from one bank to another bank and is a convenient way of paying bills in a distant city. Let us suppose that Mr. N. L. Sands, of Scranton, Pa., wishes to buy some books from the publishers, Fleming H. Revell Co., New York City, the catalog price of which is \$18.75. Mr. Sands can ask his bankers in Scranton for a New York draft, drawn in his own favor for \$18.75, which they will give him for a few cents and charge the amount, say \$18.95, to his bank account. Many banks do not charge their depositors for bank drafts. Mr. Sands indorses the draft to the publishers by writing on the back of it,

Pay to order of
Fleming H. Revell Co.
N. L. Sands

He then encloses it in the letter with his order. Fig. 3 shows the bank draft drawn in Mr. Sands' favor with his indorsement on its back. This is a safe and economical means for

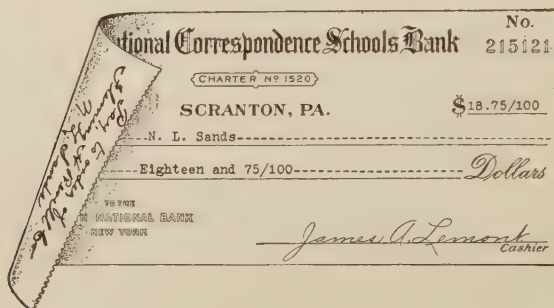


FIG. 3

transmitting money. It is as convenient for the buyer and more convenient for the seller than any other method.

The bank draft is popular as a method of payment because it affords a complete record of the transaction, as the draft is returned to the remitter after it has been cashed. It acts as a receipt, for it shows the amount and includes the signatures of both the remitter and the receiver.

LETTERS ACKNOWLEDGING ORDERS

10. Except in the case of small mail orders, where the sending of the goods constitutes a sufficient acknowledgment, an order should be acknowledged immediately upon its receipt. The sender of the order upon receipt of the acknowledgment feels that his order is receiving attention.

Some firms acknowledge the order by sending an invoice; this custom, however, is not to be recommended unless the invoice states the probable date of shipment; and in any case, a formal letter is better.

Sometimes not all the order can be filled at once. In such a case those articles that are available should be sent, and the letter acknowledging the order should indicate just when the rest of the goods will reach the customer. If the order is indefi-

nite in any respect, send as many items as possible, and ask for further information about those that are inadequately described. If this is tactfully done, the customer will not be offended, but will appreciate the interest displayed in giving him the best service possible.

Special attention should be given to the first order from a new customer. Express your appreciation of his order, and include a few tactful references, if possible, to other goods, thus paving the way for later orders.

It is always advisable to mention the date of the letter that is answered. This enables the recipient of the answer to find at once in his files the copy of his first letter, if it should be necessary for him to review the matter. Many firms identify each letter by a number, and such number should always be mentioned in the reply.

Printed blanks or printed post cards are often used for acknowledgments, but these should not be used if the order is a large and important one.

SPECIMEN LETTERS ACKNOWLEDGING ORDERS

Schenectady, N. Y.
May 3, 1923

Boren and Sutton
Pownal, Vt.

Gentlemen:

We thank you for your order of May 1, which is, we believe, the first we have ever received from you. The goods will be shipped to you this afternoon. We trust that they will reach you in good condition and prove so satisfactory that you will give us another opportunity of serving you in the near future.

Yours truly,

The Economy Furniture Company

Syracuse, N. Y.
February 9, 1923

Mr. Elwood S. Jones
623 Oak Avenue
Scranton, Pa.

Dear Sir:

We are glad to note the indications of growth in your business as shown by your generous order of February 6.

We have sent the Children's Stockings by express this morning, as you instructed. The rest of your order will be shipped by freight tomorrow. These are dependable goods on which you can make a fair profit, and we hope they will give such satisfaction that you will continue to draw on our varied stock for other goods as occasion may require.

Yours very truly,
Scott, Fuller and Company

LETTERS CONTAINING ENCLOSURES

11. Enclosures.—With letters may be enclosed remittances, as check, drafts, etc., or invoices, and sometimes advertising matter. When a remittance is sent, the accompanying letter should state what the enclosure is, the amount of the remittance, and how the remittance is to be applied. Every letter that contains enclosures should indicate in the lower left-hand corner the number of enclosures.

SPECIMEN LETTERS CONTAINING ENCLOSURES

456 Burr Building
Scranton, Pa.
August 30, 1923

Odell, Allen and Company
Jamestown, N. Y.

Gentlemen:

Enclosed is a check for \$236.90, payable to your order, to balance our account to date. Please receipt and return the bill enclosed.

Yours truly,

Pierce H. Briscoe

2 enclosures

THE NATIONAL TEXTBOOK COMPANY

Springfield, Massachusetts

Oct. 5, 1922

The College Book Shop
Williamstown, Mass.

Gentlemen:

The books you ordered on October 1 were shipped to you this morning by Amercian Express, prepaid. Invoice is enclosed.

You will be interested to know that Professor Whitehead's new textbook, Modern History, will be out next month, and in view of the fact

that each student of the professor's class will be a probable purchaser you will no doubt want to have it in stock. The price is \$5; usual discounts.

How many copies shall we send?

Yours very truly,

The National Textbook Company

Enclosure

LETTERS OF INTRODUCTION

12. A letter of introduction should be given only after the fullest consideration, the writer having due regard not only for himself and the person introduced, but also for the interests and feelings of the person to whom the letter of introduction is addressed.

A business letter of introduction should always be personally presented; and care should be taken to present it at a time when it will cause least inconvenience to the person addressed.

The envelope is addressed to the person to whom the letter is to be presented, and is unsealed. In the lower left-hand corner the words "Introducing Mr....." are written, so that the bearer of the letter may be greeted at once.

A letter of introduction should be concise and sincere. It should state the purpose of the introduction, and in a few carefully chosen phrases commend the person introduced. Extravagant praise is as much out of place in a written introduction as in a personal introduction. Brevity is desirable, for it is embarrassing for the bearer to wait while a long letter is being read.

SPECIMEN LETTERS OF INTRODUCTION

Philadelphia, Pa.
June 29, 1923

Mr. Henry D. Parker
16 Copley Square
Boston, Mass.

Dear Mr. Parker:

The purpose of this letter is to introduce to you Mr. George N. Bannon, who intends to spend some time in Boston and vicinity on

business. I have known him intimately for nearly ten years, and believe you will find his tastes and yours so congenial that you will gladly give him any help he may require to make himself familiar with business conditions in Boston that relate to his work.

I think you will find him well worth knowing, and shall appreciate as a personal favor any courtesies that you may show him, not only in a business way, but in a social way as well.

Very sincerely yours,

J. R. Barnes

Scranton, Pa.

May 6, 1923

Mr. George K. Wilson
242 River Street
Troy, N. Y.

Dear Mr. Wilson:

I take great pleasure in introducing to you Mr. Harry L. Wells, who plans to locate in Troy, if he can find a building suitable for his button factory.

Mr. Wells has been a business associate and close personal friend of mine for more than ten years, and is a very forceful and progressive gentleman, of absolute integrity of character. You will doubtless be able to give him much help, for which I shall be very grateful.

Very sincerely yours,

R. J. Keating

LETTERS OF INQUIRY

13. Letters of inquiry are frequently required in business correspondence. The subject of the inquiry may be the business standing of an individual or a firm, the price of goods, the value of some machine or device, or any one of a hundred other things.

In letters of inquiry, such as requests for catalogs, price lists, estimates, etc., which may lead to a purchase, it is not necessary to enclose postage for a reply. But when you seek information for your own benefit, accompany your letter with a self-addressed stamped envelope.

In writing letters of inquiry, always endeavor to be clear and concise. Sometimes a brief statement of your position or your purpose in making the inquiry may be used as an intro-

duction to a more detailed presentation of the things you want to know.

Assume that the reader of your letter is a very busy person, and aim to impress him favorably by the courteous and businesslike way in which you state your wants. End your letter by expressing your appreciation of whatever he can do for you, and offer to reciprocate if it is in your power to do so. The phrase "Thanking you in advance" has been overused, and had better be omitted.

SPECIMEN LETTERS OF INQUIRY

Syracuse, N. Y.

Nov. 23, 1922

Graham, Smith and Company
Pittsburgh, Pa.

Gentlemen:

We have received an application from Mr. Henry Haskins for a position on our sales force, and note that you are mentioned among his previous employers.

Kindly tell us frankly, and in strict confidence, if you found his services to you satisfactory. Is he a man that can be depended on to cover a rather large territory without very close supervision? Is he a man of good habits and of integrity? Is he easily discouraged, unable to take criticism, or likely to do his work in a rather careless way?

Mr. Haskins impressed us quite favorably at a recent interview, and we are seriously considering the advisability of employing him. You will help us greatly by giving us the information we seek. A stamped envelope is enclosed for your reply.

Very truly yours,

Sell Brothers Company

Box 234, Dalton, Pa.

Sept. 23, 1922

George Miller, Secretary
Scranton Business College
Scranton, Pa.

Dear Sir:

Your school has been recommended to me by several of my friends, and I am considering the advisability of taking your Complete Commercial Course. Before deciding, I should like a little more information.

Does the course include English Grammar and Composition? I am very weak on these subjects.

How long would it take me to complete the course? Would it be possible for me to secure a position within twenty miles of Scranton inside of six months after I begin my studies, if I devote all my time to the course?

Just what help do you give to your students in finding positions?

Let me hear from you at once. I want to get started right away.

Very truly yours,

Albert K. Hall

REPLIES TO INQUIRIES

14. Replies to inquiries should be prompt. If possible, they should be sent on the same day that the inquiry is received. Satisfy the needs of the inquirer, by covering clearly and completely in your reply everything which he asks. If a circular, a catalog, or other printed matter will give the information desired, send it, and use your letter to refer to those portions that specifically reply to the inquiry.

If the inquiry is not clear, be especially careful to use tact in asking for further details. Make it seem that you and not the writer are to blame. Sometimes, by quoting the exact language of the ambiguous portion of the letter of inquiry, you may without offending the writer convince him that he was not clear in his statement. Sometimes it may be advisable to refuse requests for information. In such a case avoid an apologetic tone, for you have nothing to apologize for. Make your refusal courteously, and if the circumstances warrant it, explain your inability to comply with the desire of the writer, in such a way that your refusal will not give offense. Be careful to whom you write confidential information, especially if it is of a personal nature.

SPECIMEN REPLIES TO INQUIRIES

Pittsburgh, Pa.

Nov. 26, 1922

Sell Brothers Company
Syracuse, N. Y.

Gentlemen:

We are very glad to be able to give you the information you seek in regard to Mr. Henry Haskins.

He can be depended upon to cover considerable territory without very close supervision. We found him to be painstaking and method-

ical, and more inclined than the average salesman to use initiative and energy in dealing with any unusual circumstances that arose. In several instances this tendency on his part enabled us to win large orders away from strong competition. He is most energetic in his efforts when things are going against him.

You will find him a man of high standards of character and conduct. He is not a drinking man, smokes very moderately, is a prominent worker in his church, is very happily married, and spends his week ends with his family whenever he is not too far away to get home.

From what we have already told you, it is evident that we regard Mr. Haskins very highly. If he has any fault, it is a tendency, natural in a man of his positive type, to resent criticism. Tact is necessary in dealing with him, for he is somewhat set in his ways.

We trust that we have given you the desired information, and feel sure that if you employ Mr. Haskins you will find him a producer of results, always regardful of your interests, and never inclined to work in a superficial way.

Very truly yours,
Graham, Smith and Company

Scranton, Pa.
Sept. 24, 1922

Mr. Albert K. Hall
Dalton, Pa.

Dear Sir:

I am very glad to know that you contemplate a course of study with us, and assure you that we shall be able to prepare you for a good position, if you are willing to do your share by working hard and letting nothing interfere with your steady progress.

Thorough instruction in English Grammar and Composition is an important part of the Complete Commercial Course. In our new catalog, which I have mailed to you, is a detailed synopsis of the subjects included in the course, beginning on page 24. You will note that special attention is given to Business English.

While most of our students require nine months to finish the Complete Commercial Course, you can, by attending both the day and evening sessions, graduate in six months. Understand, however, that this will demand faithful attention to your studies.

We never have the slightest trouble in finding good positions for our graduates. Last month we had more calls than we could satisfy, and placed thirty-four graduates right in Lackawanna County, and twenty others outside of the county. We have an Employment Department, which gives you, free of charge, all the help you may need to secure employment. Read the testimonials, on pages 16 to 20 of the

catalog, from recent graduates for whom we have secured good positions. I think these will convince you that you will have no trouble in finding a place after you have finished your course.

Let me suggest that you read the entire catalog very carefully, and then, if you have further questions to ask, come down to Scranton and visit us. I shall be glad to show you through the school and to explain just how our work is carried on.

Very truly yours,
George Miller, Secretary
Scranton Business College

Office of the Director of Schools

Philadelphia, Pa.
February 7, 1923

Mr. Charles Nelson
Central Storeroom
East 30th Street and Pacific Avenue
Coventry, Pa.

My dear Mr. Nelson:

I have received from you two memoranda concerning copies of Dramatic Readers, Book I, which you recently collected from junior high schools.

It is the intention to have these books redistributed among the lower grades, but we have not yet determined upon the exact allotments. Will you kindly hold these volumes in stock until I am able to give definite directions for their distribution? The matter will not slip my memory.

Very truly yours,
Charlotte Duquesne,
Secretary to the Director

LETTERS OF APPLICATION

15. When you write a letter of application you are trying to sell yourself to your prospective employer. You are trying to show him that you can fill a certain position to his satisfaction. Therefore you should be very careful that nothing about your letter can impress him unfavorably. Your letter should be neat in appearance, showing no blots, erasures, or finger marks. It should be free from errors in grammar, spelling, punctuation, and the use of capital letters, and should be plainly

written and divided into short paragraphs so that it will be easy to read. Unless you are asked to apply in your own handwriting, use a typewriter, if possible.

A well-planned letter of application includes three parts: (1) The introduction, which is generally only a short paragraph in which you formally apply for the position; (2) the detailed presentation of your qualifications; (3) the conclusion, which includes an appeal calculated to produce some favorable action on the part of the reader.

In your introduction get to the point as soon as possible. Avoid such stereotyped expressions as, "In answer to your advertisement I wish to state." Aim to be original but do not be freakish in opening your letter. A brief statement of your reasons for thinking that you are especially well qualified for the position will serve to interest the reader of the letter, and make him willing to give close attention to the rest of your application. You might say, "The position you have open on your sales force is one that my experience qualifies me to fill," or "Can you use the services of a salesman whose record shows that he knows how to secure orders from high-grade business men?"

If your application is designed merely to secure an interview with your prospective employer, you can present your qualifications when you call, and so the letter need tell only enough about your fitness for the position to convince the reader that it will be worth his while to ask you to come for a talk with him. Avoid general statements that really mean nothing, such as "I am not afraid of work," or "I have a pretty fair education." Use a few carefully worded sentences to give definite proof of your capability. For instance, if you are applying for a position as stenographer, it would be well to tell what makes of typewriters you can operate, how many words of dictation you can take a minute, and how rapidly you can typewrite. State also just what experience you have had—how long you have worked and what kind of work you have done. In fact, make a careful study of the requirements of the position for which you are applying, and select for presentation in your letter the facts that will show that you are able to satisfy these requirements.

If you must depend upon the letter alone to win the position, it is necessary to present your claims in greater detail. In so doing, however, endeavor to be concise, and keep in mind the reader of the letter—remember that he is probably a very busy man not at all interested in knowing how much you want a job, but desirous of learning whether you can do the work the position demands. In other words, keep your viewpoint out of the letter, and think always just how what you are writing will impress the reader of the letter. Tell him the things he wants to know. If information about your education is pertinent, give it, especially emphasizing any study or investigation you have done that has a direct bearing upon the work he wants done. Generally it is advisable to give your age, and sometimes it helps to say something about your health and your habits. A prospective employer cannot fail to be impressed in your favor if you say in your letter something like this: "I am in vigorous health, use no liquor, dress neatly, and am dignified and forceful in my bearing." Of course you must always avoid anything that sounds like empty bragging, but at the same time you need not hesitate to speak frankly in your own behalf. The reader of your application will think better of you because of your forcefulness.

If you have reached the age when you may reasonably be expected to have a home of your own, state whether you are married or not. If you have had any experience that qualifies you for the position you are seeking, describe it fully, and refer to those who can give dependable information about your services for them. Enclose copies of any testimonials that you have. Remember, however, that nowadays most business men prefer to have prospective employees give references. Then they can write and ask for confidential information from the persons whose names have been given.

If you are at present employed, a statement of your reason for desiring to change may be made. Take care, however, not to say anything about your present position that is unreasonable or tactless. For instance, it would not impress a prospective employer favorably if you said in your letter—"I am anxious to leave my present position, because I don't have any chance

to get ahead," when he knows that your present employer is always glad to promote all workers who show themselves to be capable.

As a rule, the matter of salary should not be discussed in the letter. Let the employer bring up the subject. If you ask for more than he cares to pay, you may by so doing eliminate yourself from the list of candidates. On the other hand, if you set a low valuation upon your services, it is likely to be accepted. Prove that you are the man for the place. If you do this, you are likely to get what you are worth, sooner or later.

Many application letters that are otherwise excellent, fail to produce the desired result because they close weakly. Keep in mind the need of impressing yourself strongly upon the reader of the letter as he reaches the end of your application, and try to get him to take the action you desire. If a personal interview is what you want, say something like this: "May I have an interview this afternoon? I can be reached at the telephone number given above." If you hope that the letter will win you the position, you might say "Give me a chance to prove my ability. You will not regret it." Some other good closings are: "When you wish to grant me an appointment I can be found at the address given, or with my present employers." "Will you kindly allow me to come and have a talk with you?" "As the opportunity you offer is just what I have been looking for, I trust you will let me prove to you in a personal interview my unusual qualifications for serving you."

SPECIMEN LETTERS OF APPLICATION

236 Appleton Street
Troy, N. Y.
April 21, 1923

Mr. John H. Harper
126 Dater Building
Albany, N. Y.

Dear Sir:

I saw in the Albany Sunday Times of April 20 your advertisement for a salesman, and should like to have you consider my qualifications,

If you must depend upon the letter alone to win the position, it is necessary to present your claims in greater detail. In so doing, however, endeavor to be concise, and keep in mind the reader of the letter—remember that he is probably a very busy man not at all interested in knowing how much you want a job, but desirous of learning whether you can do the work the position demands. In other words, keep your viewpoint out of the letter, and think always just how what you are writing will impress the reader of the letter. Tell him the things he wants to know. If information about your education is pertinent, give it, especially emphasizing any study or investigation you have done that has a direct bearing upon the work he wants done. Generally it is advisable to give your age, and sometimes it helps to say something about your health and your habits. A prospective employer cannot fail to be impressed in your favor if you say in your letter something like this: "I am in vigorous health, use no liquor, dress neatly, and am dignified and forceful in my bearing." Of course you must always avoid anything that sounds like empty bragging, but at the same time you need not hesitate to speak frankly in your own behalf. The reader of your application will think better of you because of your forcefulness.

If you have reached the age when you may reasonably be expected to have a home of your own, state whether you are married or not. If you have had any experience that qualifies you for the position you are seeking, describe it fully, and refer to those who can give dependable information about your services for them. Enclose copies of any testimonials that you have. Remember, however, that nowadays most business men prefer to have prospective employees give references. Then they can write and ask for confidential information from the persons whose names have been given.

If you are at present employed, a statement of your reason for desiring to change may be made. Take care, however, not to say anything about your present position that is unreasonable or tactless. For instance, it would not impress a prospective employer favorably if you said in your letter—"I am anxious to leave my present position, because I don't have any chance

to get ahead," when he knows that your present employer is always glad to promote all workers who show themselves to be capable.

As a rule, the matter of salary should not be discussed in the letter. Let the employer bring up the subject. If you ask for more than he cares to pay, you may by so doing eliminate yourself from the list of candidates. On the other hand, if you set a low valuation upon your services, it is likely to be accepted. Prove that you are the man for the place. If you do this, you are likely to get what you are worth, sooner or later.

Many application letters that are otherwise excellent, fail to produce the desired result because they close weakly. Keep in mind the need of impressing yourself strongly upon the reader of the letter as he reaches the end of your application, and try to get him to take the action you desire. If a personal interview is what you want, say something like this: "May I have an interview this afternoon? I can be reached at the telephone number given above." If you hope that the letter will win you the position, you might say "Give me a chance to prove my ability. You will not regret it." Some other good closings are: "When you wish to grant me an appointment I can be found at the address given, or with my present employers." "Will you kindly allow me to come and have a talk with you?" "As the opportunity you offer is just what I have been looking for, I trust you will let me prove to you in a personal interview my unusual qualifications for serving you."

SPECIMEN LETTERS OF APPLICATION

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Troy, N. Y.
April 21, 1923

Mr. John H. Harper
126 Dater Building
Albany, N. Y.

Dear Sir:

I saw in the Albany Sunday Times of April 20 your advertisement for a salesman, and should like to have you consider my qualifications,

which I think make it possible for me to fill the position in a satisfactory manner.

My education includes three years at the Troy High School, where I took the Commercial Course, followed by a year at the Albany Business College.

The business experience I have had since leaving school began with a position as inside salesman in the establishment of E. B. Cox, retail grocer, of this city. I spent a year there, and then secured a position with Squires, Sherry, and Galusha, wholesale grocers. I covered the territory from Troy to Whitehall on the Delaware and Hudson Railroad, as well as from Troy to North Adams on the Boston and Maine Railroad, until the firm went out of business four months ago. I spent two years on the road, and have an acquaintance with all the retail grocers in my territory, with whom I have established close personal relations that should be a big asset to me as a representative of your house. Since this is the territory for which you are seeking a salesman, you can readily see that my chances of rendering satisfactory service to you are unusually good.

I am twenty-four years old, have good health, and never touch liquor or tobacco. I am happily married, have one boy, belong to the Presbyterian Church, and am a member of the Masonic order.

I am a thorough plodder rather than a brilliant worker, but I produce results because I take a deep interest in my work and am satisfied with nothing less than the best of which I am capable. I like people, and get along well with them, and can hold my own in conversation with men of affairs.

I am enclosing copies of testimonials telling of my work at school and with the firms by whom I have been employed. I also refer you to Mr. E. B. Cox, 236 Second St., Troy, and Mr. George Squires, 542 Pawling Ave., Troy, for details as to my selling ability.

I should like very much to come to Albany and have a personal interview with you. You can reach me by Bell phone, 2367-J. Let me know what time suits your convenience.

Yours very truly,

Thomas R. Grenning

Wellsville, Pa.

December 12, 1922

Mr. Henry Harding
210 Burr Building
Harrisburg, Pa.

Dear Sir:

I understand that you have a vacancy in your advertising department, and feel that my qualifications are worth calling to your attention.

At present I am employed as Assistant Secretary and Advertising Manager of the Timber Investment Company, of Wellsville, having complete charge of the advertising and the correspondence. During the two years in which I have occupied this position I have prepared considerable newspaper advertising, several booklets, and a series of follow-up letters that have produced very good results. I am sending, in a separate envelope, specimens of my work.

My reason for seeking a change is that I have reached the limit of advancement, and want to secure a place where I can earn more money. I have investigated several openings, and am convinced that your company offers the possibilities which I am seeking.

I am 28 years old, am married, have fine health, and am studious and painstaking. I have a thorough knowledge of business correspondence, commercial law, and the writing and laying out of newspaper advertising, catalogs, booklets, and mail-order advertisements.

If after looking over the specimens of my work, you think that you would like to have me present my claims in person, I shall be very glad to do so at any time that suits your convenience.

Yours very truly,

Harry J. Sheldon

88 Sixtieth Street
Chicago, Ill.
April 19, 1923

Manufacturer

Care of Evening News

Dear Sir:

I feel that I could fill very creditably the position you have advertised. I am twenty-one years old and have just come to Chicago from Ridgewood, Ohio, because I want to be in a larger field. I was with the Ridgewood Lumber and Building Company two years as a stenographer. I am enclosing a copy of a letter from that company regarding my service, and I refer you to them for any further information you may wish. I did all of their stenographic and typewriting work, handling such work as bills, specifications, etc., in addition to the usual correspondence. During the last year of my service I wrote much of the routine correspondence on my own initiative.

This letter is a fair sample of my typewriting. I use correct English, can take dictation accurately as rapidly as most men dictate, and can use the Remington and the Underwood machines. I feel that I can, with all proper modesty, claim to be a high-grade stenographer in every sense of the word. I have no habits that would handicap me.

My salary with the Ridgewood Company was \$125 a month. I am not so much concerned about salary as I am about a place where there is

opportunity for hard, aggressive, loyal work and where such work will be appreciated. I am perfectly willing to work for a week without any obligation on your part to retain me unless my service is entirely satisfactory.

May I call for a talk?

Respectfully yours,
David Johns

810 Madison Avenue
Scranton, Pa.
April 20, 1923

Frank H. Brown, Esq.
Connell Building
Scranton, Pa.

Dear Sir:

Can you give employment to a bright, painstaking stenographer, who is strong in English and in the character of her typewriting work, and who wishes to get into a law office?

I am already employed, but am in work for which I do not feel suited. For a year I have been studying to familiarize myself with law terms and law work generally, and I believe that I can do unusually good work in a law office. I refer, by permission, to Judge Landis, of this city, for whom I have done some special work. I am sending you a specimen of my typewriting. I am twenty-two years old, and am a high-school graduate.

Can you do anything for me or tell me of any law office where there is likely to be an opening? I can begin work at a week's notice.

Respectfully yours,
Margaret Stevens

LETTERS OF RECOMMENDATION

16. The first point to keep in mind in connection with letters of recommendation is that they should be truthful. Do not recommend an unworthy person. Exaggeration is a fault common in this kind of letters. The writers of recommendations seem to forget that a highly colored letter, loaded with extremely laudatory statements, is likely to hurt rather than help the one in whose behalf it is written. There are two kinds of letters of recommendation: General letters addressed "To

the Public," or "To Whom It May Concern," and special letters addressed to some particular individual.

General recommendations are given to the applicant unsealed, and therefore can contain only general statements. Brevity is desirable in this type of letter, for it is possible to offer only a broad opinion as to the general fitness of the applicant.

Special recommendations are much more valuable, for they give the writer a chance to express freely and fully his opinion as to the fitness of the applicant for a certain position. If the writer shows that he understands the requirements of the position, he increases greatly the weight of his influence. The ideal letter of recommendation is one in which the writer is evidently trying to serve the interest of both the applicant and the prospective employer, by giving the latter such a detailed and carefully considered statement of the qualifications of the applicant as will show just how well he fits the needs of the position in question.

GENERAL LETTER OF RECOMMENDATION

Atlanta, Ga.
March 10, 1923

To Whom It May Concern:

Mr. Joseph Shippen has been in our employ as carpet salesman for the last five years. We are pleased to state that he has, by his strict attention to duty and by his honesty and integrity, won the esteem and confidence of his employers, associates, and customers. It is with regret that we part with Mr. Shippen, who resigns his situation solely on account of failing health.

Enoch & Simpson

SPECIAL LETTER OF RECOMMENDATION

Syracuse N. Y.
May 14, 1923

Mr. E. S. Williams
Secretary of the Board of Control
Allegheny, Pa.

Dear Sir:

Mr. Phillip J. Allison has informed me that he has applied for the professorship of mathematics in the Allegheny High School, and desires me to write you a word of commendation in his behalf.

I have been closely associated with Mr. Allison for the last three years and have had an excellent opportunity to observe his teaching. Without exaggeration, I may say that he is a most thorough mathematician and a conscientious and inspiring teacher. His work as an instructor in the Syracuse University has been of the highest order, and the school or college that secures his services I shall consider fortunate.

Personally I shall be sorry to lose Mr. Allison's services as my assistant. I, however, heartily wish him the success and advancement he so well deserves, and I take pleasure in commending him to you.

Yours very respectfully,

A. T. Dodge

Professor of Mathematics

Syracuse University

COLLECTION LETTERS

17. In writing collection letters you must be forceful, in order to get the money that is rightfully due you, and you must at the same time be tactful, in order to avoid offense and to prevent the customer from turning his patronage elsewhere. Debt is a subject that must be handled with the utmost care. The collector who calls can smile and show his friendly feeling. The letter cannot smile, and is likely to seem cold and offensive unless worded discreetly; consequently, care should be taken to incorporate a little good-will.

To deal satisfactorily with a delinquent debtor you should learn as much as possible about his circumstances before beginning your letter to him. This information can often be woven into the opening of your letter and will invariably put him into a receptive mood, because it shows that you understand his difficulties, and are trying to be reasonable with him.

The first letter that is written calling attention to an overdue account should be merely a courteous reminder, indicating your desire for a remittance, but in no way implying anything unfavorable about the debtor's honesty, his business methods, or his ability to pay. Just assume that he has overlooked the matter and that your letter will produce a satisfactory response from him at once. At the close of the letter you may introduce a little information in regard to something you have for sale

that you think will appeal to him. This manifestation of interest in him will take away from the dunning letter all the disagreeable effects.

For instance you might say:

Dear Sir:

We are enclosing a statement of your account to date, and should like to have you inform us at once if there is any error in it.

This account is just a few days overdue, but we presume it has been overlooked by you in the rush of business, and we have no doubt that a check will be forthcoming at once.

By the way, you may be interested to know that we have just received a shipment of Pepperoid, which we believe you have found to be a first-class seller. Wouldn't you like another gross? Let us know and we shall be glad to ship it at once.

If a letter of this kind brings no response, after allowing a reasonable length of time to elapse, a second letter, somewhat severer in its tone, might be sent, something like this:

Dear Sir:

As you know, your account has run for some time over our usual limit. We hope you can give this immediate attention.

We have hundreds of accounts on our books, and you can readily appreciate that only a few unpaid accounts constitute quite an item with us, for it is necessary for us to collect promptly in order to discount our bills. We run our business on a rather narrow margin of profit, and so an account that is carried on our books for any length of time is an actual loss. You probably didn't realize these facts, but now that we have called them to your attention we feel sure that you will respond with a check in the next mail.

In this second letter, as in the first, a little sales talk may be included. For instance:

We have just received a new line of writing paper, a sample of which is enclosed. This is high-grade stock, made by the Great Barrington Mills, and we can quote you a price of \$1.00 a thousand. It comes in all the popular shades, and will be a quick and profitable seller. Better send us an order when you mail your check.

If the first two letters fail to produce results, you needn't wait long before sending the third letter. You are justified in cutting out all sales talk, and impressing strongly upon the debtor the fact that his debt to you is a plain business obliga-

tion, that you expect him to pay, and that he owes it to himself to keep his record clear.

Here is a letter that would be suitable for a third letter :

Dear Sir :

We have already twice reminded you of your unpaid account, but have heard nothing from you.

This account is now long past due, and as we see no reason for your failure to pay, we must insist upon your immediate attention to this matter. We shall expect a check from you at once. Otherwise we shall be obliged to take action to force payment.

After three collection letters have been sent to a delinquent debtor without results, you are generally justified in making a draft on him or in placing the account in the hands of your attorney or a collection agency. Before taking such steps, however, it is well to write again to the debtor, telling him what you intend to do, for often this will produce at least partial settlement of the account. Your letter might read like this :

Dear Sir :

Your long past-due account has been called to your attention several times. As our letters have not been returned to us, we assume that you have received them, and we are at a loss to know why we have not received in reply a check that will place your account in good standing.

Much as we dislike to do it, we are now obliged to inform you that unless we hear from you in the meantime, we shall, one week after the date of this letter, refer the matter to our attorney for attention.

Can you send us your check before next week? We hope so.

In writing collection letters arbitrary methods should be used sparingly. Persuasion and courtesy will get the desired results in most cases. If you know that a debtor is good pay, though somewhat slow, you naturally will not be so severe in dealing with him as with some one whom you know to be inclined to evade his obligations entirely. Sometimes debtors are willing to pay but are prevented from doing so by temporary reverses. To these an extension of time or some other compromise may well be granted, but at the same time the debtor should be made to understand clearly that you depend upon him to satisfy fully all his obligations to you.

The postal laws forbid writing anything on a postal card that reflects injuriously upon the character or conduct of any

one. Therefore it is well to use letters only, in collecting delinquent accounts.

Letters addressed to business men, who are familiar with business methods and who realize the necessity for promptness in paying, may be more severe than letters sent to customers who are not so well informed, or to women, who are sometimes likely to be sensitive and negligent in settling their debts.

SPECIMEN COLLECTION LETTERS

Philadelphia, Pa.

July 7, 1923

Howley Manufacturing Company
Baltimore, Md.

Gentlemen:

The enclosed statement will call your attention to the fact that your account with us is a few days overdue. The amount involved is small—\$23.40—but we have many small accounts on our books, and if they are not settled promptly we are burdened with extra bookkeeping expense. We hope, therefore, that you will send us a remittance at once.

Very truly yours,

Smith and Hanson

North Adams, Mass.

Oct. 17, 1921

John B. Mackey and Company
Pownal, Vermont

Gentlemen:

We have not yet received a check from you in settlement of your overdue account with us, which should have been paid in full on September 15.

It is not our desire to annoy you by too great insistence upon this matter, but delay in payment causes us considerable trouble and expense.

We are willing to give you all possible consideration, but the demands of our business require us to bring all past-due accounts up to date. Kindly let us hear from you at once.

Very truly yours,

The Berkshire Auto Supply Company

Stroudsburg, Pa.
Dec. 12, 1922

Mrs. John J. Hubert
Stroudsburg, Pa.

Dear Madam:

Pardon us for calling your attention to your account for November. This was due on the first of this month but has no doubt been overlooked by you.

A prompt remittance will be very much appreciated.

Very truly yours,
The Stroudsburg Bazaar

Stroudsburg, Pa.
Jan. 3, 1923

Mrs. John J. Hubert
Stroudsburg, Pa.

Dear Madam:

We have received no reply to our letter of Dec. 12, in which we called your attention to your overdue account with us. We hope that you will settle this obligation at once, for we cannot afford to carry it on our books any longer.

Very truly yours,
The Stroudsburg Bazaar

Stroudsburg, Pa.
Jan. 15, 1923

Mrs. John J. Hubert
Stroudsburg, Pa.

Dear Madam:

We have already written to you twice with reference to your long overdue account, and have received no reply.

An immediate remittance in full is requested. Otherwise we shall be obliged to take definite action to protect our rights in this matter.

Very truly yours,
The Stroudsburg Bazaar

STOCK PHRASES

18. Many words and phrases that occur frequently in business letters are objectionable, because they tend to give the letter a cold, impersonal tone that greatly lessens its effectiveness, and in most cases they do not convey clearly the meaning of the writer. The best letter writers nowadays carefully avoid these worn-out expressions, and use easy, natural language, for they realize that the cut-and-dried phrases rob the letter of all its individuality. Constant reference to the following list is advised, until all of the hackneyed, stock phrases have been discarded by you in your letters.

Advise: Overused in business letters. Better use *inform* or *tell*, unless you refer to the actual giving of advice. Instead of saying *Advise us when you can ship* say *inform* or *tell us when you can ship*.

As per: Of legal origin, like many other stock phrases. *According to* is better. For example, instead of *As per your order*, say *According to your order*.

At all times or **at this time:** Superfluous phrases that generally are meaningless. For example, *At this time we are unusually busy*.

At hand or **has come to hand:** Instead of saying *Your letter has come to hand*, say *Your letter has been received*, or *We have received your letter*. Better still, start with your real message.

Beg: Phrases like *we beg to state* are relics of the elaborate courtesy that was in fashion a century or so ago in both business letters and social letters. In modern correspondence such phrases have no place.

Communication: This word is too formal for most letters. Usually some such term as *message*, *letter*, *report*, *inquiry*, is more appropriate.

Complaint: A word that should be avoided, because it has an ugly sound. Never tell any one that he has written a letter of complaint; better refer to it as a request for adjustment.

Contents carefully noted: Means nothing, and is therefore superfluous.

Deal: Often improperly used for *transaction*, *arrangement*, or *agreement*.

Due to: Improperly used in such expressions as *Due to this cause we cannot ship*. Better say *On account of this delay*——.

Esteemed: Such expressions as *Your esteemed order* are obsolete.

Favor: Not proper unless you refer to an act of kindness. *Your favor has been received* should be, *Your letter has been received*.

Hand you: *We hand you herewith our check* should be *We send you our check* or *Enclosed you will find a check*.

Herewith: This word means *with this*, and therefore in such expressions as *We enclose herewith* is superfluous.

Inst., ult., prox.: These abbreviations of the Latin words *instant*, *ultimo*, and *proximo* are used in legal documents, and mean, respectively, the present month, last month, and next month. In letters, the month should be designated by its name.

Kind: Out of place when used to describe an ordinary letter or order, as *your kind order* or *your kind favor*.

Line: Sometimes incorrectly used in the sense of kind, as, *What line of business are you in now?* and in such expressions as *Do you have anything in the calendar line?*

Line up: Often vaguely used, as *He tried to line up the dealers*, meaning *He tried to interest dealers* or *to sell to them*. Better say exactly what you mean.

Lot: Often wrongly used in the sense of a great number, as *A lot of big business houses use this adding machine*. Better say *Many big business houses*.

Oblige: Out of date in such expressions as *and oblige*, *Yours very truly*.

Our Mr. Smith: Meaning our salesman, engineer, or representative, Mr. Smith. If his name does not sufficiently identify him, better use his real title. For example, you might say, *Our special agent, Mr. Robert Smith*, etc.

Miss: The title *Miss* must be followed by the name. *My dear Miss* is wrong; *My dear Miss Benton* is right.

Passive construction: Sometimes, because of a reluctance on the part of the writer to use the pronoun *I* or *we*, the passive form of the verb is used where the active would be much more forceful. *The goods that you ordered have been shipped by us* is not so good as *We have shipped the goods that you ordered*.

Party: Often used when some such word as *person* would be proper. *The party that ordered the goods* is wrong. *The person that ordered the goods* is right.

Posted: Used sometimes where some such word as *informed* would be better, as *He was well posted on the process of smelting copper*. *Well informed* is preferable.

Proposition: A word that is very loosely used by many persons. It means the act of proposing or a thing proposed. *To get these goods shipped so soon is a difficult proposition* is not so good as *To get these goods shipped as soon is a difficult task*.

Pronouns or articles omitted, as in *Goods received; will send check at once*, tend to give a letter a curt tone that does not create a favorable impression. Better say *We have received the goods and we shall send a check at once*.

Recent date: A vague phrase. If the letter needs to be identified, mention its date or subject, as *Your letter quoting prices on Atlas Cement*, or *Your letter of August 18*.

Same: Should not be used as a pronoun. *We received the goods and found same satisfactory* is not good; and *found them satisfactory* is better. *It, they, them*, or some other equivalent can always be substituted for this overused word.

State: Is not so good as *say* in such phrases as *in your letter you state that . . .*. The difference here is slight, but *say* is less formal and stiff, and is therefore preferable.

Valued: A formal word that really means nothing in such phrases as *Your valued order*, and might better be omitted.

We or I: *We* is correct when you refer to action by a firm, or some one representing the firm; *I* emphasizes the personal action of the writer.

Writer: Used to avoid the use of *I* or *me*, as *The writer was glad to receive your letter*. Much better here would be *I was glad to receive your letter*.

Would say or wish to say: An out-of-date expression, as in the expression *In reply to your letter, would say*. Begin your letter by saying what you have to say without any unnecessary introduction.

EXAMPLES FOR PRACTICE

In arranging the following letters keep in mind what you want to say and how it should be said:

1. A magazine offers one of several books free with a year's subscription. Answer the advertisement, enclosing a remittance for a year's subscription to that magazine.

2. From an advertisement in a paper, order furniture sufficient for your dining room. Give shipping directions.

3. Imagine you are a housekeeper and send an order to a mail-order house for about ten dollars' worth of household necessities. How will you pay for them?

4. A partner in your business has moved to a town in which you are well acquainted. Write for him a letter of introduction to the cashier of the leading bank.

5. Inquire concerning an order of goods now two weeks overdue. Write the answer.

6. A new firm applies for credit. Write to the bank to which they refer and ask for their standing. What is the reply of the bank?

7. Answer this advertisement:

Wanted—An accurate and experienced bookkeeper and accountant at once, with the capacity to fill the position of office manager should the place become vacant. He must be ready to earn money for his employer before demanding more than a fair salary. Address, Manufacturer, Detroit, Mich.

8. Write a recommendation for a clerk who has been with your concern for 15 years and is leaving now because of failing health.

9. Write a series of four letters to Jameson, Cole & Co., of Pittsburgh, Pa., concerning a bill overdue. Take the usual steps.

10. Acknowledge the receipt of an order from James P. Pratt and Sons, of Pittsburgh, for one hundred lawn mowers.

11. Write application for some position for which you think you are especially fitted. Give references as to your character and ability.

12. Write to Messrs. Warren and Hale, of Chicago, Illinois, concerning the work of Miss Helen Waters, who formerly held a position with them, but who has applied to you for a situation as stenographer.

LETTER WRITING

(PART 5)

BUSINESS LETTERS—(Continued)

SALES LETTERS

1. A **sales letter** is one that either helps the salesman to sell something or makes the sale without other assistance than that given by an advertisement which arouses the prospective customer's interest. As the purpose of a sales letter is to make sales, it must be constructed with great care, for it must take the place of a flesh-and-blood salesman and must present the advantages of the articles offered as convincingly as the salesman would in a face-to-face selling talk.

Before you write a sales letter, you should make a careful study of the article to be sold and of your prospective customer. The facts you learn should be arranged in the form of a detailed analysis. For ready reference, this analysis is best arranged in short paragraphs, with an advantage of the article stated at the beginning of each paragraph, and the details of that advantage brought out fully in the paragraph. The following is an illustration of such an analysis:

ANALYSIS OF \$5 SAFETY-RAZOR OUTFIT

(a) *For Consumer.*

Safe: Safe for nervous and aged people. No danger of cutting one's face, even when shaving hurriedly, as with the old-style razor. No danger of barber-shop infection.

Convenient: Can be packed in a small leather plush-lined pocket case, vest-pocket size, if need be. Always ready—no stropping, no honing. Easily adjustable—simply turn the screw handle. Can be

assembled for use in $\frac{1}{2}$ minute. New blades can be purchased at almost any store.

Durable: Made of finest material procurable, therefore lasts a lifetime. Heavily silver-plated four times. Is fully guaranteed.

Comfort: Curve of blade when adjusted, its rigidity, and the natural slant of the hand in holding razor, combine to give a shave that's perfect; the face is left smooth and free from cuts or irritation. Makes shaving a pleasure instead of a task.

Saves Time: You don't have to stop to sharpen your razor half a dozen times during the shave. You don't have to go slowly for fear of gashing yourself. No long waits in a barber shop.

Adaptability: Beards and faces vary as much as hands, feet, and eyesight. A razor that's permanently adjusted can't suit every face. This razor is easily adjusted by turning the screw handle, so as to give a perfect shave to the toughest beard and the tenderest skin. The only adjustable razor in the world.

Improved Blades: Made from finest steel by special patented processes. The keenest and hardest edge ever produced. Rust-proof and antiseptic. Flexible, with mirror-like finish. Tempered, stropped, and honed by special systems and automatic machinery. Each blade has two shaving edges, good for 6 to 12 shaves. New blades \$1 a dozen. Old ones can be sharpened for 2 cents apiece.

Easy to Get: Sold everywhere.

Economical: Saves 30 cents a week or more. Costs less than a cent a day. Pays for itself several times during year.

Suitable for Gift Purposes: Any man will welcome a gift of this sort. If he owns one, give him several packages of blades.

(b) *For Dealer.*

Price is Uniform: Consequently the dealer isn't compelled to suffer from competition of price-cutting competitors.

Profit is Good: 25 per cent. discount means that the dealer makes 25 per cent. profit.

Article Has an Established Reputation: Therefore, dealers won't have to contend with dissatisfied buyers. Extended sales arguments are unnecessary.

Demand is Strong: Developed by persistent, wide-spread advertising. Advertising literature and other sales helps are provided by manufacturers, including store signs, display cases, circulars, etc. A desirable class of customers is brought to the store by this article.

After the analysis has been completed you must determine which of the advantages disclosed by your study of the article should be presented in the sales letter. If you tried to put into the letter everything that could be said in favor of the article, you would probably succeed in boring the reader rather

than in getting him interested, for the letter would be unnecessarily long, and many of the points presented would make no appeal to him. Therefore, you should make a very careful study of the needs, tastes, and desires of the person to whom the letter is to be addressed. It has been said that the golden rule of effective letter writing is to adapt yourself to your reader. This is especially true in sales letters. Always take the point of view of the prospective purchaser.

2. If you were trying, for instance, to sell red cedar chests to women, you would take into consideration their love of home and their desire to purchase anything that would add to the beauty or convenience of the household. You would remember that women who can afford to buy red cedar chests usually possess education and refinement, and therefore you would use language free from slang, errors in diction, or any other defects that would interfere with the effectiveness of your sales message. In fact your message might be worded more like a social letter than a business communication. Style, quality, and durability should be discussed, and very clear instructions for ordering should be given at the end of the letter or on an order blank enclosed.

3. If you are going to write a letter to a dealer, you must remember that, as a rule, he needs very little detailed information about what you are selling, for in most cases he knows as much about it as you do, unless you are offering something entirely new. He is interested in learning what profit the article will bring and how rapidly it will sell. Besides, he gets so much mail that unless you get his interest at the very beginning of your letter, it will probably land in the waste-paper basket at once; therefore, you must see to it that the points that will appeal to him are forcefully brought to his attention.

These examples will be sufficient to show the importance of knowing your prospective customer before you write to him. This knowledge may come from actual association with the kind of person you are addressing in your sales letter, or it may be derived from a careful study of letters written by such persons.

4. Parts of a Sales Letter.—The parts of a complete sales letter—that is, one that produces a sale without any assistance—are as follows: (1) The introduction, which secures the attention of the reader; (2) the body of the letter, which includes a description of the article, and a forceful explanation of its advantages, with special reference to the needs of the reader; (3) the close, in which the reader is induced to send an order. The preparation of these parts is based upon the five steps of a sale: Getting attention, creating interest, arousing desire, producing conviction, and impelling action.

5. The Introduction.—In order to get the attention of the reader and to secure an interested reading of your sales message, you must begin your letter with some striking thought that appeals to him strongly. In your desire to be original, however, you must not make the mistake of using an opening that has no connection with your subject. Avoid general statements, and those that are negative or unpleasantly suggestive. Be concise, use simple words, and make your meaning as clear as crystal. Here are some openings that are not good:

(a) We are sending you today under separate cover, in compliance with your recent request, our new catalog . . .

(b) It is well known that many investments are very risky . . .

(c) Our new line of high-grade raincoats is the best in the country . . .

The opening (a) is weak, because it is hackneyed in its wording. A better way to express this thought would be:

You will find very interesting, we are sure, the detailed descriptions of Piedmont Red Cedar Chests in our handsome catalog, mailed to you today.

The opening (b) is objectionable, because it makes a statement that is unpleasantly suggestive. A positive opening, like the following, would be better here:

When you invest your spare money, you want to feel sure that you run no risk of loss. Therefore you should read carefully our evidence as to the absolute safety of our 6-per-cent. Baby Bonds.

The opening (c) is a general one that fails to make any definite impression upon the reader. Something more specific would be more effective; as,

Our sales of raincoats have increased 400 per cent. in the last year. That's because we guarantee satisfaction, or money back, and haven't any room for shoddy garments in our stock.

6. Attention-attracting power may be given to opening paragraphs by using questions, commands, references to happenings of the day, bargain offers, or a supposition closely related to the needs of the reader. For example:

(a) *A question:* Are your expensive furs protected against moths, mice, and dampness?

(b) *A command:* Carefully examine the samples of imported suitings we are sending you, and select for your fall suit the one that appeals to your fancy.

(c) *A reference to some item of current interest:* The big fire that did so much damage in your city last week probably never would have lasted more than a few seconds, if the factory had been provided with our Automatic Extinguishing System.

(d) *A bargain offer:* Here's a chance to get a set of Mark Twain's works at one-third the usual price.

(e) *A supposition:* If you could increase your earning power from 50 to 500 per cent. by merely investing a little time and money, you would be willing to do so, wouldn't you?

7. Body of the Letter.—Attention having been gained and interest awakened by a strong opening paragraph, you must next arouse on the part of the reader a desire for your article. This is done by means of a vivid presentation of those distinctive features which you think are likely to make the strongest appeal to the reader. Proper choice of the points to emphasize is essential, if the letter is to produce the desired results. Use your imagination; put yourself in the place of the person who is going to read the letter, and look at the article through his eyes. If you do this, you will be able to make him want what you are selling. Keep the description free from unimportant details, make it plain, and hammer hard on the strong points. Be specific. *This suit is made of good material* is indefinite and unconvincing. Better say *This suit is made of 100-per-cent. wool serge worsted, with the color guaranteed absolutely fast.*

8. The most effective kind of a description is one that creates in the mind of the reader a definite picture of the

article, or that appeals definitely to the senses. Make him realize very clearly the pleasure or advantage he will get from the article, and you have gone far on the way to get an order from him. Here are some descriptive paragraphs that are calculated to arouse desire:

(a) This book gives you the newest ideas in business correspondence. It includes actual letters that have brought in business, and detailed information as to the operation of follow-up systems that have produced results for some of the most successful advertisers in the country.

(b) Woodlawn Heights is only thirty minutes from New York, in a select location, free from mosquitoes, with all modern conveniences, excellent schools for your children, pure drinking water, and good train service. A spacious park occupies the center of the property, and fine surf bathing can be enjoyed at the beach only five minutes distant.

(c) Red Riding Hood shoes are easy on children's feet. They are made without tacks or nails, and have no threads on the inside to irritate the feet. By a special process they are rendered soft and flexible and practically noiseless.

9. After creating desire the next step is to produce conviction. The reader may feel that he wants the article, but additional evidence may be needed to convince him that he ought to give you an order. Conviction is produced by the use of some kind of proof; that is, by backing up by definite facts, figures, or testimonials, the statements you have made, or by making it possible for the reader to test the article.

10. Facts and figures that prove the truth of your claims should be such as may be easily understood by the reader, and should connect closely with his needs. Such facts may often be included in testimonials from users of the article, as these are likely to be very convincing.

Of course, the best way to prove any claims you make is to enable the reader to make tests for himself, and where this method of producing conviction is possible, it should be used. Guarantees and trial offers are like tests, but are generally used as a means of inducing action and are given at the end of the letter.

The following paragraphs will illustrate how conviction may be brought about by the use of definite evidence:

(a) The First National Bank of Bellwood, Nebraska, secured over 200 new depositors in one month by using our booklets. The president of the bank writes, "We have tried various schemes for getting new business, but none has produced better results than your series of booklets, which were dignified, effective, and inexpensive."

(b) Our salesmen make big money. Last week, R. J. Jones of Michigan earned \$310.50 in commissions, and 27 others earned from \$100 to \$300. The average weekly earnings of our salesmen last month were over \$50.

(c) Today nearly 50,000 of these machines are being used in the offices of the most progressive business concerns in this country, among them The Wright Company, of Detroit; Mead & Company, of St. Louis; The General Ceramics Company, of East Liverpool, Ohio; and The Burroughs Adding Machine Company, of Detroit.

11. The Close.—Even after you have led the reader of your letter to the point of being convinced that what you are trying to sell him would be worth purchasing, it is necessary to induce him to take some definite action. Until you have done this your letter has no value; therefore, special attention should be paid to the close, the purpose of which should be to secure from the reader the response you desire. The participial style of closing should be avoided. Such closings as, *Hoping to receive your order at once*, *Trusting that you will fill out the enclosed order blank now*, and *Thanking you for an immediate reply*, are weak and overused.

12. In composing the concluding paragraph, be as definite and as forceful as possible. Stimulate action by putting into some original form the idea *Do it now*. A straightforward command, if not too bluntly put, is often effective. For instance, you might say: *Just fill out the enclosed blank and mail it to us, and we will send your set to you at once*. Other good closings are:

Write your name and address on the back of this letter, if you want to take advantage of this unusual offer.

Keep in mind the saving of time, trouble, and expense that is meant for you in owning this machine, and send us your order now.

Just wrap a dollar bill in this letter at our risk, and mail it to us at once.

13. Specimen Sales Letters.—A number of sales letters illustrating the principles that have just been discussed are here given.

The following letter is the first one of a series where a catalog and letters, by their detailed presentation of the merits of the goods, combine to make a sale:

PIEDMONT FURNITURE COMPANY

PIEDMONT, SOUTH CAROLINA

Oct. 17, 1922

Mrs. O. L. Secor
Cleveland, Ohio

Dear Madam:

We are very glad to know that you are interested in Piedmont Red Cedar Chests, and we are sending you our latest catalog, showing our full line of chests and the other Piedmont furniture that we make.

Though we have tried our best to show you, through our illustrations, how desirable a Piedmont Chest is, we want to emphasize again just why you need one. You will agree with us when you become the owner of a Piedmont Chest that our illustrations do not do justice to the rare beauty of our mountain cedar. To give you a somewhat better idea of the egg-shell finish as we produce it in our factory, we are sending a sample of red cedar with the catalog.

We control immense tracts of Southern mountain Red Cedar. After the most careful seasoning, the cedar is made up into Piedmont Chests by cabinetmakers, most of whom have specialized on this business for a dozen years. And these master woodworkers build for beauty as well as for strength and service.

On pages 7 to 12 you will find the most popular styles. You will, no doubt, be able to select from the catalog the one best suited to your particular needs. Nowhere else can you get such a variety of styles or such values; we manufacture over 90 designs and 190 sizes.

Your home should have a Piedmont Red Cedar Chest. The protection it gives your furs and garments from the ravages of moths not only saves its cost every year, but enables you to enjoy the convenience of having them at home, easy to get at whenever you want them. Then, too, the possession of a Piedmont Chest relieves you of the offensive odor of moth balls.

We do not sell through middlemen nor do we employ traveling salesmen. We sell by mail direct from factory to you. This method enables us to send you our chests at very low prices, considering the high grade of workmanship and the quality of the materials we use. Then, too, by dealing directly with the manufacturer you have a greater variety from which to select.

Don't fail to read the letters on pages 12 to 15 of the catalog, for, after all, the satisfaction of the people that have bought from us is the best argument we can offer.

We feel that we must simply prove that sweet, clean, sanitary garments breathing the delightful fragrance of Red Cedar, that absolute protection of costly clothes, plumes, furs, and woolens from moths, mice, dust, and dampness, are possible only with a genuine Piedmont Chest—and to do this, for ten years we have been following the plan of offering a 15 days' free trial. You merely order the chest you like and then hold this letter as our guarantee that the chest must be satisfactory to you in every respect or it may be returned to us at the end of 15 days. Just fill out the enclosed blank, return it to us, and we will immediately ship the chest you prefer.

Truly yours,

Piedmont Furniture Company

14. The second letter of the series is as follows:

PIEDMONT FURNITURE COMPANY

PIEDMONT, SOUTH CAROLINA

Oct. 27, 1922

Mrs. O. L. Secor
Cleveland, Ohio

Dear Madam:

Surely after reading the description of Piedmont Chests given in the catalog we sent you a few days ago, you realize that you ought not to put off ordering any longer. Remember that any chest you select we will gladly send to your home for 15 days' free trial.

We ask for no deposit. Don't send us a single penny! Don't feel under any obligation to keep the Chest after you have used it for 15 days. Then, if you are not more than pleased—if there is the slightest doubt in your mind about the usefulness and economy of the chest, merely drop us a postal, and we'll give you shipping instructions for its return. Surely that is fair enough.

If you are in the habit of placing your garments in storage vaults when they are not in use, one of these chests will almost save its cost the first year in storage bills. Or if you are resorting to the old and unsatisfactory method of using moth balls, with their attendant disagreeable and sometimes embarrassing odor, you are not getting protection against mice, dust, and dampness. A Piedmont Red Cedar Chest is a paid-up policy of insurance against all of these.

F. D. T. Wallace, of Louisa, Ky., who bought one of our No. 12 chests (see page 32 of the catalog), wrote us not long ago:

"The Piedmont Chest I purchased from you some time ago is one of the best investments I have made since commencing housekeeping. We find it very useful for the protection of furs, clothing, and such

articles as we cannot afford to have exposed to moths, dust, damp, etc. We have used this chest for more than four years and find it a perfect protection. It has been satisfactory and fully up to your recommendations."

Buying from us you get the finest mountain red cedar grown, the experience of ten years in making cedar chests, a choice of the most handsome designs, and a considerable saving in price. You pay no middleman's profits. We have an inexpensive factory in a town where living expenses are light, and can afford to give you more for your money than other concerns can.

Do not deprive yourself of the saving, satisfaction, and pleasure a Piedmont will afford you, now and for many years to come. Our trial offer protects you absolutely. Why not send your order this very day?

Truly yours,

Piedmont Furniture Company

15. The following letter is designed to sell trousers by mail to inquirers answering an advertisement. Contrast the rather breezy language of this letter intended to be read by men, with the language of the Piedmont Red Cedar Chest letters, which are addressed to women.

HYATT THE TAILOR

Burr Building

Syracuse, N. Y.

Nov. 21, 1922

Mr. J. C. Hardin

Latrobe, Pa.

Dear Sir:

Here you are! This mail will bring you a sample book containing some of the neatest trousers patterns you have seen in a long time. Tear off a strand from any of them and hold a match to it; if it doesn't "burn wool" the laugh is on me.

You may wonder why I can undersell your local dealer and yet turn out trousers that "make good." Certain conditions, of which I shall tell you, make this possible.

In the first place, trousers are my specialty. Other tailors want suit orders above all, but I have built up my business by specializing on trousers alone.

My fabrics are bought from the manufacturers in large quantities at wholesale prices. The saving—the money that represents your retailer's profit—comes to you.

I don't need an up-town, "diamond-front" store, with an exorbitant rental. Instead, I employ the best tailors that I can find.

The trousers I make are built, not shaped, to fit you. We don't press them into shape with a "goose," either. All our fabrics are shrunk before we cut them. Sewn throughout with silk, the seams will not rip nor give. And style—why you will be surprised to see that trousers could have so much individuality.

At these prices I could not afford to sell just one pair of trousers to each man. It costs me something to reach you—to get your first order. You will order your second pair just as naturally as you would call for your favorite cigar.

Enclosed are three samples of new fall woolens. These have just come in—too late to place in the sample book. Aren't they beauties?

Please don't forget that I guarantee to please you or to return your money cheerfully. I ask for the \$1 with order only to protect myself against triflers.

May I look for an early order?

Yours, for high-grade trousers,

O. Y. Hyatt

16. This letter illustrates another way of presenting the offer discussed in the preceding letter:

S. R. MAGEE

160 River Street

Newark, N. J.

Sept. 6, 1922

Mr. Oscar Lee
Dundaff, Pa.

Dear Sir:

By the next mail you should receive a copy of Trousers Comfort, containing a choice assortment of pure wool samples. All you have to do is to make your selection from the full line of patterns.

There's not the slightest doubt as to my ability to make better trousers for less money than can your local tailor. Just imagine these fabrics displayed in some exclusive up-town show window. Who do you think would pay for this display, you or the dealer? You would, most assuredly. I am located right in the heart of the woolen district; this enables me personally to inspect all fabrics and buy them at wholesale prices, does away with the jobber's commission, and gives you more quality for the price.

I have been in the tailoring business for ten years, and for the last three years have made a specialty of trousers. To specialize on only one garment makes it possible to produce a garment that is as near perfection as human skill can make it.

My assistants are all specialists; they are so accustomed to their particular work on trousers that the workmanship is perfect. The materials are all shrunk before being made up and all the sewing is

done with silk, so there is no possibility of ripping. Only the best linings are used.

On page 2 of Trousers Comfort you'll find the "wool test"; apply this test to the samples and see if it doesn't prove my statement that all my goods are pure wool.

Page 3 tells how to take your own measure. Fill out the order blank carefully, and pin a dollar bill to it so that I may know you mean business. Then the trousers will be on the way within five days. If you like them, just pay the express agent the balance of your order and the trousers are yours. Fair, isn't it?

May I look for an early order?

Yours sincerely,

S. R. Magee

17. The following letters present some strong points in a way that will appeal to the average man or woman:

R. M. BOREN

108 Oak Street

Scranton, Pa.

Oct. 16, 1922

Mr. J. L. Dean

Dalton, Pa.

Dear Sir:

Here are three samples just off the loom. Examine them closely; can you find their equal for anything like the price I ask for them? No, I guess not.

If your local tailor should show you these fabrics and tell you how very good they are and then charge \$1 to \$2 more than I ask, you would think yourself lucky to get such a bargain.

How can I do it? Because I buy my materials in such large quantities right from the mills; I specialize on trousers and put out so many garments that I can afford to be content with small profits; and I don't have such heavy running expenses as the up-town stores.

The regular value of these three patterns is \$9, but my large facilities enable me to handle more trade and I'm going to make you a special offer. Send me your order and \$1. When you receive the trousers, if they are satisfactory, send me only \$7. You see, you are getting \$9 trousers for \$8, with all my good workmanship—silk sewn seams, excellent linings—and perfect satisfaction.

Shall I have the pleasure of serving you?

Yours truly,

R. M. Boren

GINN AND COMPANY : PUBLISHERS

FOUNDED IN 1867 BY EDWIN GINN

70 FIFTH AVENUE, NEW YORK CITY

January 17, 1923

Dictated by F. K.

*Re: Community Civics*Miss Mary B. Black
Scranton, Pa.

Dear Madam:

The ideas, discussions, and experiences of the past few years in regard to the teaching of community civics have now crystalized into definite form; as a tool for carrying out effectively the new ideal we have just published *Community Life and Civic Problems* by Howard C. Hill, Head of the Social Science Department, University High School, University of Chicago. We have taken pleasure in sending you a copy for examination.

The author has coordinated skilfully those characteristics of the social sciences which are now essential for boys and girls to understand before there can be an inspired desire based on knowledge to improve the neighborhood, as well as the state, the country, and the world.

Hill's *Community Life and Civic Problems* is built around the fact that *human life is group life*. The text is divided into four major sections:

- I Group Life (Myself and Others)
- II Problems of the Community
- III Industrial Society (Work and the Worker)
- IV Government and Politics

We call your attention to the definite teaching units into which each chapter is divided, and the great abundance of questions, and problems on the text and "things to do." The book is a real book on community civics.

We are confident that you cannot afford to overlook this important new book.

Won't you, therefore, let us know that it has reached you? How does it impress you as a textbook for your pupils?

Very truly yours,
GINN AND COMPANY

STEELTON TRUST COMPANY
STEELTON, W. VA.

October 29, 1922

Mrs. John Webster
Knowlton Place
Steelton, W. Va.

Dear Madam:

Where will you find a family or an individual who does not possess articles of intrinsic value, the loss of which would come almost in the nature of a calamity?

And yet, thousands upon thousands of people run daily risk of losing their most cherished valuables through theft or fire.

Jewels, family silver, insurance policies, notes, personal memoranda, contracts, heirlooms and many other things—some of them impossible to replace at any price—are insecurely placed in flimsy boxes, bureau drawers, desks, or small iron safes—an easy prey to the thief by night or the quickly-kindled tongues of conflagration.

Because disaster does not visit them today, it seems easy to procrastinate—and yet, each night brings its grist of burglaries—each daily police court reviews these little tragedies—each morning paper tersely tells of fires here and fires there—which consumed someone's property.

For a penny or so a day you may rent a safe-deposit box in the thief-proof, fire-proof vaults of this institution. You will hold the key—no one may unlock the box except yourself or someone to whom you have delegated written authority—and not then until a representative of this bank is present with master key. If you lost your key, the finder could not enter your box.

Your valuables, placed in one of these safe-deposit boxes, are as safe as human imagination can conceive. Absolutely nothing can happen to cause you loss. Nothing short of the annihilation of the earth itself could disturb them.

Is this not a sensible way to safeguard your valuables, and is not such insurance worth the incredibly small expense involved? Call today and let us explain to you in detail. You will be under no obligation. It is our pleasure to show you.

Faithfully yours,
STEELTON TRUST COMPANY
Gavin Stock, President

THE NEW COMPANY

WARRENSBURG, INDIANA

June 7, 1923

A SPECIAL LETTER TO 100 CHICAGO MEN

Dear Sir:

Last summer, in the midst of the vacation season, one of our customers wrote us:

"Why in the world don't you market a Traveling Bag?"

"It's hard to find just the kind of good leather bag that a man likes—and the prices in retail stores are *tremendous*.

"If you can make a bag that's good-looking, that will wear well, and that will hold everything a man wants to put in it—and then if you can sell that bag *direct* to the user and save him all the profits of the middlemen, there are a great many men who will want to obtain it."

Our designers were set to work on this problem, and they have now produced the "Pullman Bag"—a distinctive traveling bag in which UTILITY is combined with exceptional GOOD LOOKS and remarkable DURABILITY.

The "Pullman Bag" is made of genuine Texas cowhide—not imitation leather, but the genuine tough cowhide which is so durable that it will give long years of faithful service. Its finish of levant grain in a rich and lustrous black, stamps it as an aristocrat among luggage.

We are certain that once a few men in each community use these bags, others will see them and will want them. So, TO INTRODUCE IT IN CHICAGO, the "Pullman Bag" is offered to a few representative men, for a limited time, for only \$13.77 about *half* its actual value.

Wouldn't you like to try a "Pullman Bag" for a week—ENTIRELY AT OUR RISK? All you need to do is mail the enclosed post card, and a "Pullman Bag" will come to you, at once, by Prepaid Parcel Post.

Try the "Pullman Bag" for a week—examine its fine quality—enjoy its constant usefulness—put it to every test. Then, if it doesn't *more* than please you, simply send it back and you'll not be out a penny. But, if you are so pleased that you do not want to give up the "Pullman Bag," simply send us the low Introductory Price, only \$13.77, and the bag is yours.

This INTRODUCTORY PRICE and FREE-TRIAL offer is made for a limited time only. Take advantage of it now—you have nothing to lose and everything to gain.

Yours very truly,

ALVIN J. NEW

President

"WHEN YOU USE THE PULLMAN"—the enclosed folder—tells you all about this remarkable bag.

LETTERS OF ADJUSTMENT

18. Adjustment letters include letters from purchasers calling attention to something wrong, and the letters sent in reply, adjusting the difficulty.

19. Claims for Adjustment.—In letters of complaint all details should be clearly stated. Tell not only what is wrong but also the effect of the errors. For instance:

The 5,000 lb. of coffee I ordered of you April 5 for my one-day special sale of May 1, has not arrived, though you stated in your letter of April 21 that it had been shipped that day and would surely reach me by April 27. Owing to the non-receipt of this coffee, I was obliged to disappoint many of my customers and undoubtedly lost much business on that account.

20. Discourtesy or resentment is likely to creep into a letter requesting an adjustment. It must be remembered that an angry letter is likely to be confused, and the reader of the letter may not get a clear understanding of just what is wrong. A letter may be made quite vigorous without descending to the use of sarcasm or abuse. If you have suffered serious inconvenience or loss, special emphasis may be given by a detailed presentation of the facts, and an intimation that you are likely to give your orders to some other firm if the matter isn't settled fairly and promptly. The complaint should be stated courteously, however. An aggrieved customer who writes: "Use a little of the gray matter that God has given you and try to give a definite answer to the questions I have asked" is weakening his case.

21. A specimen letter showing how a complaint can be made forceful, and yet free from discourtesy or resentment, is the following:

Gentlemen:

We regret the necessity of again calling to your attention the difficulty we have in getting our shipments from you promptly and in good condition.

On Oct. 10 we ordered 10 barrels of Lime from you, stating that this was needed by us at once. The next day you wrote us that shipment would be made Oct. 12, and assured us the goods would reach

us not later than Oct. 15. It is now Oct. 25 and we have not yet received the goods, nor any explanation of your tardiness in the matter. In fact, we do not even know that you shipped on the 12th.

Our order No. 1682, of Oct. 17, was received incomplete, and some of the goods included were so poorly packed that we could not use them, and we thereby lost several sales.

The inconvenience to which we have been subjected by these incidents, which are only two of the many instances of slipshod work on the part of your Shipping Department, forces us to tell you frankly that unless we can get better service from you, we shall have to give our business to some other house.

22. Methods of Adjustment.—Adjustment letters are based on the idea that a sale is not completed until the customer is satisfied with his purchase. Furthermore, a satisfied customer is often a source of much additional business, both from himself and from those to whom he recommends what he has purchased. On the other hand, a dissatisfied customer is capable of driving away a great amount of business.

23. Keep in mind that most people are reasonable and possess a sense of fair play. Courtesy, tact, and clearness are essential in adjustment letters.

In answering a complaint, keep these three points in mind:

(a) Open the letter by expressing regret that anything was wrong. Review the facts as you understand them, and, if the facts make the error appear more excusable, tell just how it occurred. Otherwise avoid details as far as possible.

(b) Tell what you are going to do to rectify the error.

(c) Put the reader in a favorable state of mind by promising him better service in the future, telling him how much you appreciate his patronage, and expressing a desire for its continuance.

24. Assume a fair open-minded attitude. Never allow yourself to be aroused by a complaint, no matter how unreasonable—don't be suspicious of the motives of the person who makes a complaint. Find out where the trouble lies. If you are wrong, admit it frankly. If he is wrong, explain the facts clearly and carefully.

25. Promptness is of the greatest importance in settling complaints. Many a serious complaint has been smoothed over by tact on the part of a correspondent and quick action in adjusting the difficulty. Sometimes, in complaints about delayed goods, it is policy to order a duplicate shipment and to have the first shipment recalled or returned by the customer, at your expense, when this shipment reaches him.

26. Take the complaint seriously. Avoid flippancy and sarcasm. Get the customer's viewpoint. In no class of letters is adaptation to the customer more important. Start by agreeing with him, then gradually steer around to your point of view. For instance, your letter might begin like this:

I think I can appreciate just how you feel about the———you ordered of us, which you say fails to come up to your expectations.

27. Do not engage in a controversy. Explain the circumstances and then yield what the writer asks if possible. Consider how you would deal with him if he came to talk the matter over with you face to face. Be concise and definite, avoid tiresome explanations, and assure the customer that repetition of the error will be avoided.

28. If a complaint involves a salesman or other employee, treat that person as considerately as you do the customer, unless previous offenses have made it necessary to deal with him otherwise. Report the facts and let him explain. Don't decide against him until you have heard his side of the story. Loyalty to employees is as important as justice to customers.

29. The writer of adjustment letters should stand in the position of the head of the business and weigh the facts on both sides, making an impartial decision, one that is just to the complainant and just to the firm. In some circumstances it may be advisable to give the complainant more than exact justice might require. When you find such an occasion, act liberally and promptly. Don't wait to be driven.

30. Courtesy should prevail, no matter what the decision may be. Even if a complainant is unreasonable and protests frequently, he must be treated considerately and tactfully. The

correspondent is a business diplomat. His office is to keep the relations between the firm and its patrons as amicable as possible, at the same time seeing that differences are adjusted on a business basis. Often even a slight concession may soothe the feelings of a person who has suffered inconvenience by reason of delay or mistakes.

31. As an example of the settlement of a complaint, observe the letter written by a young man to the office of a firm regarding a watch that he had earned by assisting one of the firm's salesmen. The salesman, though a valuable man, had been seriously at fault in delaying so long in delivering the watch and in showing a disposition not to keep his word. The young man had complained once, and the salesman had been apprised of the complaint. He immediately explained, and the young man was assured from headquarters that everything would be made right, although it was a private arrangement between him and the salesman and one with which the company had nothing to do. But the watch was not delivered as promised, so this was the next letter the young man wrote:

I have made up my mind that the whole business is a cheat. I earned that watch, and you know it. Mr. Leonard promised that I should have it 60 days ago. He has not only cheated me but lied as well. When you first wrote, I thought you were going to do the square thing and see that I was treated right, but now I believe that you are all swindlers. You can keep the watch, and I hope I shall never hear from you again. But you can rest assured that I shall tell people how you have treated me. This thing won't do you any good. You will wish many times that you had been honest with me.

32. It would be easy to reply to a letter of this kind and to tell the young man that he was unwarranted in writing such a discourteous letter. But he had a real grievance; and this, in substance, was the reply sent to him:

You have good reason for feeling as you do about us, and it is certainly humiliating to have to acknowledge that there has been unnecessary delay in this matter. Yet if you will give us just a few days more, we shall convince you that we are not trying to defraud you. Please have confidence in our intention to treat you right, and bear with us a little longer. We would not deprive you of the watch for many times its cost.

We dislike to trouble you further, but if you do not receive the watch by Monday night next, please notify the writer, using the addressed stamped envelope that we enclose.

We trust our dealings in the future will be so satisfactory that we shall succeed in removing the poor impression you must at present have of our methods.

33. The following two letters are examples of a complaint and the method of treatment:

A LETTER OF COMPLAINT

234 Electric Ave.
Rochester, N. Y.
Sept. 14, 1922

The Business Book Bureau
453 Broadway
New York City
Gentlemen:

Two weeks ago, I ordered from you your six-volume set of books on Business Management, sending you a check in full payment and urging immediate shipment, as I need the books now. Naturally, I expected to receive the set inside of a week, but it did not come until this morning. To add to my disappointment, when I inspected the volumes I found that the first two were imperfect, having several torn pages and defective bindings. I am therefore returning the two books to you by express, collect, and ask you to send me two perfect volumes at once.

Sincerely yours,
F. Lee Stark

THE REPLY

THE BUSINESS BOOK BUREAU
453 Broadway
New York City

Sept. 17, 1922

Mr. F. Lee Stark
234 Electric Avenue
Rochester, N. Y.

Dear Sir:

We regret exceedingly the double annoyance to which you have been subjected in connection with the books you ordered from us. The delay in shipping the books is, at this time of the year, unavoidable, as this is our busy season and also the time when the demands upon transportation facilities are unusually heavy. Your order was filled three days after it was received, and so most of the delay was the fault of the express company.

You did exactly right in returning the faulty volumes at our expense. We have an inspection service that is supposed to throw out all imperfect books in the bindery, but no matter how careful we are, mistakes will happen, and in view of your great need of the books, we are more than usually disturbed by the blunder. We have sent you two perfect volumes and hope that you will receive them promptly and be able to make good use of them.

Very truly yours,

The Business Book Bureau
by C. O. C.

MISCELLANEOUS BUSINESS LETTERS

LETTERS OF RESIGNATION

34. Like other letters, the form and tone of a letter of resignation will depend on the circumstances. The first of the following examples is strictly formal and would hardly be used unless the relations between the parties had become very much strained. The second example is of a friendly and personal tone.

LETTERS OF RESIGNATION

New York, N. Y., June 1, 1922

Mr. John G. Smith
New York, N. Y.

Dear Sir:

I hereby tender my resignation as salesman for Department No. 1, to take effect immediately.

Very truly yours,
Samuel Brown

Scranton, Pa., Jan. 23, 1923

Mr. George W. Graham
Scranton, Pa.

Dear Mr. Graham:

An opening in Detroit has come to my attention that seems to give me better opportunities for broadening my experience than my present position affords. I expect therefore to leave Scranton in the near future, and hereby resign my position with you.

My relations with you have been very pleasant and I appreciate the consideration and courtesy you have always shown me. To show my appreciation, I am willing to defer my departure until you have

succeeded in filling my place and the new man has become thoroughly familiar with the duties of the position.

Yours sincerely,
John S. Murray

LETTERS REQUESTING SPECIAL FAVORS

35. Special favors asked for may be of many kinds, among which may be an extension of time on an account or the performance of some service outside the usual course of business. In making unusual requests, tact should be used. Admit that you are asking a favor, and explain fully your reasons for so doing. State your willingness to show your appreciation for the granting of the favor by reciprocating in any way you can.

LETTER REQUESTING A FAVOR

Scranton, Pa., Aug. 7, 1922

Elwell, Caron and Company
Cleveland, Ohio

Gentlemen:

Our account with you, amounting to \$256.80, matures on August 20. Will you kindly grant an extension of thirty days in settling this obligation?

We regret the necessity of asking this favor, and trust that our promptness hitherto in settling our bills will lead you to consider this unusual request favorably. The unseasonably cold weather that has prevailed during the past month or so has materially reduced the amount of our sales, and labor troubles in this city have also made inroads in our receipts. The prospects for a busy season during the next few months are excellent, however, and we confidently expect to be able to pay you in full not later than September 20.

Be assured that the granting of this extension will be greatly appreciated.

Yours very truly,
Parker and Butts
by W. N. B.

LETTER DECLINING AN APPOINTMENT

36. The need for a letter declining an appointment is perhaps less frequently encountered than for many other forms. The following is an example:

Lansing, Mich., Aug. 3, 1922

Mr. Arthur G. Sprague
Secretary, Board of Education
Lansing, Mich.

Dear Sir:

It is a source of much gratification to me to learn that I have been selected by the Board of Education as the seventh-grade teacher in the Oak Street School.

I should be very glad to accept the position, but I must decline the offer with much regret. Owing to my mother's ill health I feel that I must give up my teaching and devote myself entirely to her care.

Accept my deep appreciation of the compliment you have paid me in offering me the appointment.

Yours very truly,

Cora H. Ransom

LETTERS OF CENSURE

37. Occasionally in business it becomes necessary to call the attention of an employe to some fault that should be remedied. In writing a letter of censure, first set forth clearly what is wrong, then show the undesirable effects produced. Sometimes it is advisable to offer suggestions for improvement, or to threaten dismissal or some other heavy penalty if there is no change for the better. In order to produce the desired result, such a letter, while characterized by firmness, must also be marked by tact and fairness. The following is an example:

Hartford, Conn., April 3, 1923

Mr. Arthur E. Dorton
Springfield, Mass.

Dear Mr. Dorton:

I must reluctantly call your attention to a decided falling off in your sales during the past three months. This is very disappointing to me, for I have considered you one of our best salesmen, and thought when I transferred you to your new territory a year ago that your promotion would spur you on to still greater achievements. In fact, I had begun to think of you as a very promising candidate for the position of Assistant Sales Manager, which we intend to create in the near future.

Conditions just now are very favorable for a largely increased business in your field, and I cannot understand just why you are lagging behind the rest of our salesmen. You are the only one who has failed to turn in more business this year than last year; several have doubled their production, and not one has failed to show at least

40 per cent. increase, except yourself. The volume of business that you are now producing is not enough to pay your expenses.

Put yourself in my place, Mr. Dorton, and I am sure that you will feel that I am justified in calling for an immediate change for the better in your work. Any help that I can give you to meet special conditions in your territory will be gladly extended. But I must be frank with you, and state that unless you can show better results or can explain satisfactorily the slump in your work, I shall have to drop you from our sales force.

Very sincerely yours,

R. Ellis Jones
Sales Manager

REPORTS

38. Sometimes a letter is used as a means of giving a report on some business matter. This report may include not only specific information, but also suggestions based on this information. Since the reader of such a letter is likely to be a very busy man, the important facts in the report should be clearly brought out and the material should be so arranged that it will be convenient for reference. The report should be arranged in such a way that the divisions of the subject are apparent at a glance. The example that follows shows a good way to secure clearness by arrangement. Note that the report is separated into divisions, each having a prominently displayed heading. Underlining a heading or putting it in capital letters helps to make it stand out clearly.

Pittsburgh, Pa.
Aug. 1, 1922

National Real Estate Company
New York City
Gentlemen:

In accordance with your instructions, I submit the following report of my work as your special representative in western Pennsylvania for the month of July, 1922.

Sales Concluded.—I have completed the sale of the farm of 90 acres in New Kensington, owned by Charles Foster, to Arthur Dunn, for \$2,350 cash. The tenement house property owned by Henry Vaughn, at 236 Owen Street, West Johnstown, has been sold to Ira Bedford for \$800 cash.

Soliciting of New Business.—Wherever I go in the course of work, I make it my practice to inquire into local real estate conditions, and

get in touch with those whom I learn to be interested in buying or selling property. I spend about a quarter of my time in this way, and as a result I now have a prospect file that contains 53 names of persons with whom I hope to conclude sales in the course of the next few months.

Inquiries for Property Outside of My Territory.—The following persons wish to receive, at the earliest possible moment, information in regard to property for sale:

1. Henry Smith, 253 Preston Ave., Pittsburgh, wants to buy a farm with complete equipment, somewhere down south. He is willing to pay not more than \$2,300 for a medium sized farm.

2. John Pettus, R. F. D. No. 2, West Johnstown, wants to buy a grocery store, completely stocked and equipped, in some town of 5,000 population in Ohio. He is willing to pay from \$8,000 to \$10,000.

3. Mrs. Henry Jermyn, 618 Homestead Ave., Pittsburgh, desires to invest about \$3,500 in a small summer cottage near a body of water not more than 200 miles from Pittsburgh.

Yours very truly,
Henry T. Snover

EXAMPLES FOR PRACTICE

In order to fix firmly in the mind the principles that have been explained, the following letters should be carefully prepared; but they are not to be sent to the Schools for correction.

1. You are introducing a household specialty. Compose a circular letter to the women in the community where you expect to work.

2. A customer writes to you demanding the return of twenty dollars for an overcoat, which he says is ill-fitting, made of poor material, and not worth five dollars. Show how you would adjust the matter by mail.

3. Write a letter resigning from a position as traveling salesman.

4. Compose your weekly report to the home office, covering your work in detail.

5. Ask a customer to send a payment on his account, which is somewhat overdue.

6. A shipment of goods you ordered is late in reaching you. Place your case before the company from whom you ordered the goods and set forth the reasons why your business was hurt because of its tardiness.

7. You have been appointed chairman of the Republican Committee of your county. Decline the appointment, explaining why you cannot devote so much time to politics.

8. Your records show that a customer who formerly sent you orders regularly has not bought anything from you in three years. Write to him about the matter.

9. The streets in your city are not clean nor paved. Write to the editor of your morning publication and ask him to do what he can to remedy conditions.

10. The ink you manufacture is comparatively new on the market. Write to a firm in another city telling of its qualities. Urge them to try your ink in their offices for one month.

FILING OF CORRESPONDENCE

39. In every well-conducted business office, a file is kept, in which is a complete record of all correspondence. In this file are stored all incoming letters, after they are answered, together with a carbon copy of the reply that was made in each instance. Formerly letters that were sent out were copied by means of a letter press. This gave an exact copy of the letter, including the signature, but letter-press copies are usually made in a book, so that the answer to a letter cannot be filed with the original letter, and for this reason the carbon copy has displaced the letter press in most offices. A good filing system should possess the following qualities:

1. It should be quick, so that whoever uses it can without delay find any letters needed for reference, and can file readily correspondence that has received attention.

2. It should be accurate. The danger of misplacing correspondence should be reduced to a minimum.

3. It should be adapted to the needs of the user. A system that would meet the requirements of a small business might be altogether unsuitable for a business where the volume of correspondence is large.

4. It should save space, enabling thousands of letters to be kept for immediate reference.

40. The Flat File.—One of the oldest and simplest types of filing devices is the flat file. It consists of a flat box about a foot square and three or four inches deep. Inside are leaves

or compartments marked with the different letters of the alphabet. Correspondence is filed in this box under the first letter of the firm's or the individual's name. For instance, letters from Rand & Co. would be placed in the *R* section, letters from John G. Hendrix would be placed in the *H* section, etc. Of course, such a file as this is suitable only for a business where the volume of correspondence is small.

Flat-drawer systems in which correspondence is filed in a similar manner are often used. Such systems usually have a

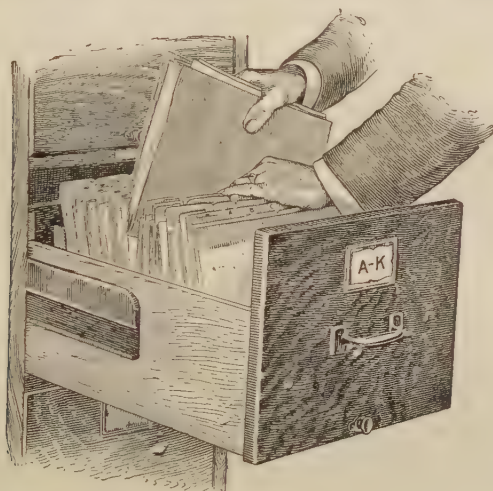


FIG. 1

number of drawers and each drawer contains compartments for only a part of the letters of the alphabet, but divisions are made under each letter. Thus, under *A* there may be compartments for names beginning with *A*, *Al*, *An*, etc. A spring usually holds the material firmly in place in the drawer.

41. The Vertical File.—In the vertical file, the correspondence is kept in long drawers large enough to permit the papers to be placed in them on edge, as shown in Fig. 1. A folder about the size of a sheet of letter paper is used to contain all the letters that are to be filed together, and a tab on the edge

of the folder, Fig. 2, furnishes a place on which to write a name, a number, or a letter of the alphabet. Sometimes all the letters of one correspondent are kept in a separate folder. In case of miscellaneous letters from various individuals, a number of letters may be filed in a single folder. Thus, a folder having its tab marked *Aa* might contain letters from correspondents whose names

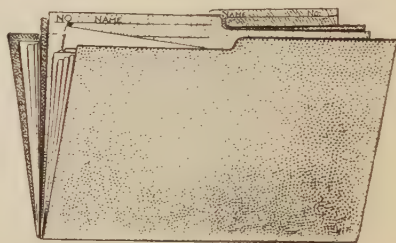


FIG. 2

begin with *A* followed by any of the letters of the alphabet from *a* to *l*; another folder marked *Am* might contain letters from other correspondents whose names begin with *A* followed by *m* or any of the other letters to the end of the alphabet. If correspondence from any of these individuals should accumulate, it would be put in a separate folder. These folders are

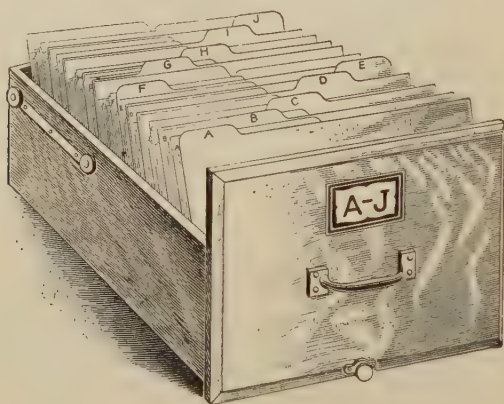


FIG. 3

filed alphabetically, and for convenience heavy guide cards, as shown in Fig. 3, are placed in the file to indicate the alphabetical divisions.

42. The method of filing just described is known as the *alphabetic* system, and is the one most commonly used. Some-

times the folders are numbered and filed by number. In that case, when correspondence is needed, it is necessary to refer to an alphabetical card file, which gives the file number of each correspondent. For instance, if the correspondence of Southworth & Co. is wanted, reference to the alphabetic index shows that their file number is 3607. We then turn to the folder numbered 3607 in the numerical file, and find what we want. In the numerical file the guide cards, of course, are numbered instead of lettered.

43. Sometimes it is convenient to group the correspondence by localities. In that case the guide cards are divided alphabetically by states or other territorial divisions, with the cities and towns in each state placed in alphabetical order under the state in which they belong. The correspondents are placed alphabetically under the city or town in which they are located. For instance, to locate in a file of this kind, a letter from Bunton Brothers, Scranton, Pa., find first the section marked *Pennsylvania*, then under *S* find *Scranton*; then under *B* in the Scranton folder will be the letter sought.

44. Material is filed by subject when the subject is of more importance than the name of the writer. The guide cards are then marked by subjects, and an alphabetical card index serves to locate the letters of each correspondent.

TELEGRAMS AND CABLEGRAMS

45. Telegrams.—Clearness and brevity are the essential requirements of a telegram. Care must be taken, however, not to condense so much as to make the message unintelligible or ambiguous in its meaning. After writing a telegram, read it carefully, and satisfy yourself that it states clearly what you mean. Sentences that are not clear without punctuation should be avoided.

Brevity may be secured by omitting unessential words. The use of the first personal pronoun and of unimportant connectives is generally needless. For instance here is a message that can be condensed considerably:

I expect to reach Buffalo on The Keystone State Express Thursday afternoon, and hope to meet you at the Hotel Statler.

This can be clearly expressed as follows:

Arrive Buffalo Keystone State Express Thursday Meet me Hotel Statler

Thus the message has been reduced from 21 words to 10 words, which may be sent for the minimum charge.

Many business houses prepare a code of words, alphabetically arranged, in which a single word stands for a phrase or a sentence. Copies of this code are furnished to the traveling men that represent the house, and to customers. This makes possible a great saving of expense, as well as secrecy in the sending of important messages. For instance, in such a code the word *argonaut* might mean ship by fast freight, *canine* might mean No. 348 solid mahogany piano stools, and *sorrel* might mean we shall send you check in settlement within ten days. Therefore, *Argonaut twelve canine sorrel* would mean:

Ship by fast freight twelve No. 348 solid mahogany piano stools. We shall send you a check in settlement within ten days.

46. Rules and Rates.—The following are the principal regulations that govern the sending of telegrams. Full details in regard to points not covered here may be obtained at any telegraph office.

1. Telegrams must be written on the form provided by the telegraph company, or must be attached to the form in such a way that the printed heading appears in full view above the message.

2. Messages containing profane, obscene, or libelous language will not be accepted.

3. The name of the place the message is sent from, the date, the address, and the signature are not usually counted in estimating the number of words. Information in regard to what are considered extra words in a date, an address, or a signature may be obtained at any telegraph office.

4. If the sender requests a report of delivery, the words "Report delivery" will be counted in the message, and the request will be answered by a collect message addressed to the sender, stating the time of delivery, or if not delivered, the reason why.

5. In counting a message, dictionary words taken from one of the following languages: English, German, French, Italian, Dutch, Portuguese, Spanish, and Latin; initial letters, surnames of persons, names

of countries, counties, cities, towns, villages, states, territories, or provinces will be counted and charged for each as one word. Abbreviations of the names of countries, counties, cities, towns, villages, states, territories, and provinces will be counted and charged for the same as if written in full. Abbreviations of weights and measures in common use will be counted each as one word. Figures, decimal points, punctuation marks, and bars of division will be counted, each separately, as one word. In ordinal numbers the affixes st, d, nd, rd, and th will each be counted as one word. All groups of letters, when such groups are not dictionary words of the eight languages previously mentioned, or combinations of such dictionary words, will be counted at the rate of five letters or fraction of five letters to a word: (Persons who desire to benefit by the use of codes are expected to see to it that their codes are made up of words taken from the specified languages, unless they are willing to pay for their code words on the basis of the five-letter count.)

Examples:

Signatory (English dictionary word).....	1 word
Auf wiedersehen (German words).....	2 words
Nous arriverons dimanche (French words).....	3 words
Dolce far niente (Italian words).....	3 words
S. R. B. Y. (initials).....	4 words
MacDonald (surname)	1 word
A. W. Simons, Jr.....	4 words
United States (country).....	1 word
North Carolina (state).....	1 word
Nova Scotia (province).....	1 word
Lbs. (abbreviation)	1 word
10,000,000 (figures)	8 words
Ten millions (expressed in words).....	2 words
16 $\frac{3}{4}$ (figures and bar of division).....	5 words
No. 185 West 22d St.....	9 words
Rockville Center (village)	1 word
ababa (artificial group of 5 letters).....	1 word
egadol (artificial group of 6 letters).....	2 words
du timerodal (artificial group of 11 letters).....	3 words
dothe (dictionary words improperly combined).....	2 words
navy-yard (dictionary word)	1 word
1st (ordinal word and affix).....	2 words

Note the following exceptions:

Quotation marks and parentheses are each counted as one word.

These abbreviations are each counted as one word: F. O. B.; C. O. D.; C. I. F.; C. A. F.; L. C. L.; O. K.; A. M.; P. M.; per cent.

6. To prevent liability to error, numbers and amounts should be written in words.

7. If the sender requests a repetition of his message, to be sure that it has been sent correctly, the words "Repeat back" will be counted as part of the message, and an additional charge of one-half the regular rate on the message will be made.

8. Messages are delivered free within the established free-delivery limits of the terminal office. For delivery at a greater distance a special charge is made, to cover the cost of such delivery.

9. The sender of a telegram may, if he desires, prepay a reply, and special instructions will be given to the messenger to secure an answer.

47. Classes of Service.—The telegraph companies classify their service as follows: (1) Day messages; (2) night messages; (3) day letters; (4) night letters.

48. Day messages, or full-rate telegrams, are accepted at any hour for immediate transmission. The charge is generally on the basis of ten words; that is, the charge is the same for any number of words up to ten; for every word above ten an additional charge is made.

49. Day letters are forwarded subordinate to the priority of transmission and delivery of full-rate telegrams. The rates are as follows: One and one-half times the standard night-letter rate for the transmission of fifty words or less, and one-fifth of the initial rate for each additional ten words or less. Day letters must be written in plain English; code language is not permissible. They may be delivered to the addressee by telephone.

50. Night messages are accepted up to 2:00 A. M. at reduced rates, to be sent during the night, and delivered not earlier than the morning of the next business day.

51. Night letters are accepted up to 2:00 A. M. for delivery on the morning of the next business day, at rates still lower than those charged for night messages, as follows: The standard day rate for ten words shall be charged for fifty words or less, and one-fifth of such standard day rate for ten words shall be charged for each additional ten words or less.

Night letters must be written in plain English; no code language is permissible. At the option of the telegraph company they may be mailed at destination to the addressee.

52. Cablegrams.—As in the telegraph service, there are several kinds of messages, among them the following: (1) Fast cablegrams; (2) deferred cablegrams; (3) cable letters; (4) week-end letters.

Fast cablegrams are transmitted without delay, and may be written in plain language, code language, or cipher language, but no language may be used that cannot be expressed in Roman letters. In plain-language messages, each word of fifteen letters or less is counted as a word, and longer words are counted in the same proportion.

Code messages are made up of genuine or artificial words, but these words must not contain more than ten letters. Artificial words must be formed of syllables capable of pronunciation according to the usage of one of the following languages: English, French, German, Italian, Dutch, Spanish, Portuguese, or Latin. Combinations not formed of such syllables are counted as cipher words.

Cipher language employs groups of letters or of figures having a secret meaning. These groups are counted at the rate of five figures or letters, or fraction thereof, to a word. Cipher messages may contain words in plain language, and such words may contain as many as fifteen letters and still be counted as single words.

All words in the address and signature, as well as the text, are counted and charged for.

The other kinds of cablegrams are used when immediate transmission is not necessary. The charges are less, but the use of code language is not admissible. Cable letters and week-end letters may be mailed to the addressee from the cable terminus.



LETTER WRITING

(PART 6)

SOCIAL CORRESPONDENCE

1. Social correspondence is divided into two classes: (1) *Friendship* letters, which include all letters prompted by friendship or affection, such as are written to friends, relatives, and acquaintances and that cover our personal relations with others; (2) *social* letters, which include written invitations, acceptances, regrets, and the like, both formal and informal, for weddings, receptions, dinners, and other social functions.

FRIENDSHIP LETTERS

2. **Mechanical Details.**—As in a business letter, the address of the writer and the date are generally placed at the beginning, in the upper right-hand corner. Sometimes they are written at the end of the letter, in the lower left-hand corner. In a short letter to an intimate friend living in the same place the street address is sufficient. The address of the recipient is not as a rule included. If it is given, it is placed at the end of the letter in the lower left-hand corner. The kind of salutation that is proper to use depends upon the intimacy of the relations between the writer and the reader. A close friend may be addressed by the first name, as *Dear George*, or *Dear Mary*. A comparative stranger would be addressed as *My dear Miss Johnson*, or, if a less formal address is preferred, as *Dear Miss Johnson*. The salutation *Dear Friend* should never be used. If the person to whom you are writing is your friend you certainly use some name. At the close, forms like *Sincerely yours*, *Yours cordially*, and similar expressions are in

good taste. In letters to intimate friends or relatives, endings like *Affectionately yours*, *Yours with much love*, etc., are proper. There is opportunity here for originality, always provided that the ending is consistent with the rest of the letter.

3. Style.—The principal quality of the style of a friendship letter is naturalness. In a letter to a friend, use the same kind of language that you would use in talking to him. Think of what you would say to him if he were at your side, and include these things in the letter. Avoid affectation, and do not use big words and ornamental phrases that you would not think of using in conversation. Write a letter, not an essay.

4. The quality of brevity is not essential in friendship letters as it is in business letters. One can take time to read a letter of some length if it is interesting. In a friendship letter, do not hesitate to write of such little every-day details as you would naturally bring up in conversation. Proceed upon the principle that anything that will interest a person in conversation will interest him in a letter.

Many writers experience difficulty in the opening sentences of a letter. The opening should be perfectly natural, and should introduce the subject uppermost in the mind. Avoid such set phrases as "I now take my pen in hand to tell you that I am well," or "I thought I would drop you a line to let you know." When you have written what you have to say, close your letter easily and gracefully. Do not fall into the pernicious habit of writing words merely to fill space. Avoid, for instance, such superfluous expressions as "Having nothing more to say, I shall close."

5. Friendship letters should be optimistic and cheerful, and ill news, unless absolutely necessary, should find no place in them. Anger, or in fact any deep emotion, should be rigorously excluded from letters. Things put down in black and white are easy to misunderstand and hard to recall.

6. The principles of composition that have been presented in a previous Section should be kept in mind in the writing of friendship letters. Not only must we aim to make our friend-

ship letters interesting and natural, but we must also strive to make them clear, concise, coherent, and forceful.

7. Most of the letters we write to our friends include either narrative or descriptive writing, or both of these. Therefore, consideration of the essentials of a good narrative and of a good description will be helpful.

LETTERS OF NARRATIVE AND DESCRIPTION

8. **Narrative.**—Narration is story telling; it is the weaving together into a connected whole of a series of incidents. In order to make a narrative clear and interesting the following principles should be observed:

1. The events should be narrated in the order of their occurrence. This is the natural order, and it should not be disregarded except for special reasons. For example, in telling the story of a trip you have taken, you ought not to begin by relating what happened on the second day, and then discuss the incidents that marked the beginning of the trip. A letter writer who in telling a story constantly goes back to pick up loose threads confuses his readers, and fails to get their full interest.

2. Use care in the selection of material. Be sure to include the incidents that have a bearing upon the main point of your story and that help to make it more real. Do not introduce irrelevant topics that, though suggested by some incident in the story, have nothing to do with the final outcome. Even the simplest narrative may become painfully uninteresting and confusing if this important principle of sticking to the point is disregarded.

9. **Description.**—The difference between a narrative and a description is that a description tells what things are, where they are, and how they look, while a narrative tells what happened. In descriptive writing these points should be kept in mind:

1. Good description should cause clear images of things to start up in the mind. To produce this result, unusual care must be used in the choice of words.

2. Much depends upon the choice of a point from which to observe the thing to be described. Use the same care in this matter that a photographer would use in taking a picture. Like the photographer you might first take a remote view to show only the general outlines of what you are describing; then you might take other closer views to bring out details that need mention.

3. Always remember that the reader of the description must be informed of every change of the point of view, and do not include in any part of a description details that cannot be observed from that point of view. If you were describing the back of a church, you would not mention some of the interior decorations. You would wait until your description of the back of the church was finished and you brought your readers with you inside the church.

10. Following are specimen letters of narration and description:

LETTER OF NARRATION

Helena, Colorado

June 10, 1923

Dear Mary:

My recent trip to Estes Park was a delightful one, and the four days spent on horseback, traveling over the mountain roads, will be a pleasant memory for years to come.

You would have been amused at our appearance had you seen us when we started from home in the early morning. My companion, Miss Sheldon, owns a real Western broncho, and he was packed until very little of the animal was visible. My pony is a true aristocrat and objected somewhat to being made into a pack animal, but finally submitted with good grace and soon became reconciled to the task of carrying provisions, camp equipment, blankets, and various other necessities.

We decided to go by way of Sunshine Cañon, as the road is less frequented. Soon the grade became so steep that we dismounted and led the horses, for we thought it was too much for them to carry us also. At Sunshine we mailed postal cards, rested a little, and watered the horses; then leaving the town we toiled up the steepest grade it has ever been my misfortune to climb. It seemed an interminable distance to the top, and then, to our surprise, the road pitched downwards again and we carefully made our way to the bottom of the gulch.

All day we rode or walked, stopping only to eat and rest, or to

pick strawberries and take pictures, for, of course, the outfit included a kodak. Each night of the trip we were so fortunate as to secure a good comfortable place to sleep, for you know the mountain people are very hospitable. One night we spent at the Burns Will Hotel in Allen's Park, and found every one whom we met very pleasant and friendly.

We reached home with our loads greatly lightened; the horses seemed to enjoy the trip, and, while we were rather tired and as brown as Indians, we had such a delightful time that we are anxious to repeat it some time in the future.

Your sincere friend,

Esther

LETTER INCLUDING BOTH NARRATION AND DESCRIPTION

1315 Salem St.

Stockton, Calif.

Aug. 12, 1923

My dear Brother:

I took the traction car from here yesterday morning and rode north about ten miles to look at the land about which I wrote last week.

After we left the town, we passed between fields of grain, rippling like green waves in the light wind. The mountains, forty miles eastward, were blue as the sky, in fact, they were still bluer—if you can understand that—and crested with snow.

Then we went through miles of vineyards, bordered with fig and olive trees, with great windmills rearing their wheels here and there and tiny houses half hidden behind orchards of fruit trees. These are the homes, generally, of Italians.

After we had left these vineyards behind us, we passed through vineyards surrounding finer houses, with beautiful lawns and lovely flower gardens. These belong to Stockton business men who ride in and out, daily.

At last, our guide said that we had reached our destination, so we left the car and walked a short distance to a grove of grand old oak trees on the border of the land in view.

In the farm there are three acres of peach trees, three years old, which will bear next year. There are also ten acres of two-year-old vines, and ten acres of barley ready to cut for hay. The garden and barnyard take the remaining two acres. The house is a bungalow containing ten rooms, and has many conveniences. It is situated in the midst of a small grove of oak trees and has a beautiful rose garden in the back. To me the farm seems ideal; but, of course, I cannot decide until you have seen it. Come soon and we will go out together.

Until then, and ever, I am,

Your loving sister,

Mary

LETTER OF DESCRIPTION

Boulder, Colorado

Dec. 20, 1922

Dear Helen:

You asked me to describe the Silver Lake country to you. This region is really unsurpassed in beauty and grandeur. There are no adjectives adequate to describe the wonderful views, the trees and flowers, the lakes and streams.

The timber is, of course, pine and spruce principally—magnificent trees that reach far up into the deep blue sky. The foliage is very dense, since the region is visited daily with heavy showers that force the vegetation to its utmost growth.

The first of a chain of lakes is Silver Lake, the reservoir into which Boulder's water supply is drained. Above this is beautiful Island Lake, a charming sheet of water with many bays and indentations, and filled with small islands which are covered with trees and flowers. Still higher is Grand Lake, and here is the dam over which flows the water from Arapahoe Glacier. Although the day on which we visited this spot was very warm, we stood on the shore and shivered in the icy wind which swept down the lake, blown directly from the glacier. Grand Lake is almost at timber line and is so exposed that the water is nearly always rough, and since the wind is extremely cold, it is not a very comfortable place in which to remain for very long.

From this point the glacier is in plain sight, about four miles away. We could see the crevices in the ice and thought we could discern the point at which adventurous climbers ascend. This glacier is truly an inspiring sight. It is an immense white wall covering the entire side of Arapahoe Peak, calmly holding its place through the ages and sending a never-ceasing supply of clear, cold water down to the lakes below.

We did not remain here long, for the wind chilled us and the water breaking against the dam, dashed a cold spray over us. Still farther up we found Twin Lakes, not so large, but lovely and wild in their primitive state. It is indeed a surprise to find such lakes so far up in the highest ranges; but these sheets of water are wonderfully beautiful, reflecting the mountain peaks in their clear depth, so that where the trees grow to the edge of the water it is sometimes impossible to distinguish the real trees from the shadowy reflection.

I shall not try to describe the great beauty of this country to you, for as the picture passes through my mind I realize the impossibility of recording on paper the many details that go to make up a wonderful landscape. I can only invite you to come to see it for yourself and carry away with you the never-to-be-forgotten impression of the most beautiful country in the United States.

Sincerely your friend,
Dorothy

LETTER INCLUDING BOTH NARRATION AND DESCRIPTION

Dallas, Pa.

Oct. 16, 1922

Dear George:

That interesting letter you sent me several weeks ago deserved a prompt response. I fully intended to write you a long, newsy letter last Sunday afternoon, but just as I was about to start, callers came, and we found so much to talk about that they didn't leave until I had to get ready for church. This time I hope nothing will happen to interrupt me, for I want to prove myself a prompt as well as a faithful correspondent.

My time the last two months has been very busily and profitably spent in sightseeing and in renewing old associations. As you know, this is the first time in over ten years that I have been back to the old home town, so that I was naturally very much interested in seeing the many beautiful new buildings that have been added to the business section, and in learning from the old friends I met on every hand, how the world has been using them.

Do you remember that ramshackle old building where the post office used to be? That has been replaced by a four-story modern structure, in which are located a restaurant, a cozy little theater, and several office suites. The post office has new quarters in another building erected about three years ago, at the corner of Main Street and Third Avenue, where the old Gardner homestead used to be. The Bon Ton Department Store outgrew its old building some time since, and now occupies a big three-story building about a block from where it formerly stood. These are the principal changes in the business section. The residential part of the old town has been very much enlarged, and a number of delightful avenues have been laid out over on the South Side. The old ball grounds are no more: their site is now occupied by cozy little cottages, owned for the most part by the railroad men brought here by the opening of the new shops about five years ago.

These details will interest you, I know, for you have been out of touch with Dallas longer than I have. But even more interesting are the changes in the people we both used to know. Doctor Magee, that dear old man who dispensed pills and plasters to all the ailing ones for miles around, died six years ago, and his patients are now taken care of by his eldest son, Rob, whom you no doubt remember as the crack full-back of the high-school football team a dozen years back. Pete Filkins, the undertaker, has retired from business, and spends most of his leisure time on his farm, though he is as actively interested as ever in running the affairs of the school board. What would our school board seem like without him, with his fatherly advice to the graduates every year?

"Prof." Tooker, the high-school principal, still holds forth on Academy Hill, as dignified and stern as of yore, but white-haired now, and somewhat bent with age. Abe Walker, the town policeman, is now chief of police, with two brawny assistants. The town is just as sleepy and law-abiding as it was in our time, so the police force is not overworked.

I should like to continue this reminiscent chat, and tell you of other changes I have noted, but I am called to dinner, so I must pause for a while. I promise you faithfully that I shall write again soon, for I know that I have much local history to tell you which will interest you exceedingly.

Sincerely yours,
Henry Harvey

EXCERPTS FROM ACTUAL LETTERS

Have I not just returned from the caves at Cheddar? Heavens! how bored I was. I suppose if I had any brains at all I'd have been really interested. But I simply hate being taken 'round anywhere. I much prefer a tree in a field to any old stuffy cave with a man in cheap clothes telling me in bad English just how it happened. Send on your wise-looking picture—maybe it will have a steadying effect.

I am glad you wrote me and I hope you will not be altogether bored with reading this. As I retrace my words I know that they are in no final shape for pronouncement; but if I waited until I had time to say with completeness and exactness what I have in mind I should wait too long.

My next move will be in a pine box. I really feel now that another one would put me there. Why in the world did any one ever say that it was cheaper to move than pay rent? This is more than I can understand. Any way, we are here and like it. I can't see why you thought the rooms small. Our "banquet hall" is 22 feet long. In fact, we have more floor space in the front part than we had on the lower floor on Union Avenue.

On Tuesday morning at three o'clock the village siren blew with many bells and much excitement. The opera house and Bijou Dream theater are no more. No one knows how it caught on fire but it burned up quickly. Fortunately there was a heavy fog and the building was soaked from previous rain (for which you can vouch) so that the fire did not spread. The front part remains standing; the back and inside are all burned. Insurance will replace it, but we were

disappointed for there was to be a play called "The Moth" given on Thursday night by some traveling theatrical company.

We were glad to hear about your satisfying stay in Digby. I'd like to buy my grandfather's old house on Shelbourne Harbor, built in 1796. It still stands and I could probably get it for almost nothing, but I don't care about all the relatives thereabouts I'd have to "take on." They're too "snoopy." Have you decided to winter there again next summer—as the tourists are saying of England?

LETTERS OF THANKS

11. Promptness is very desirable in letters of thanks acknowledging gifts received or favors rendered. Such letters need not be very long, but they should be sincere, and their language should be in keeping with the value of the service or gift. It would be manifestly out of place to display great enthusiasm over a trifling gift or a small favor, and it would be bad judgment to acknowledge with a few cold curt phrases a valuable gift or a service that means much to you. Put yourself in the place of the person to whom the letter of thanks is addressed, and write such an acknowledgment as would please you under the circumstances, and you will doubtless write a suitable letter.

The following specimen letters of thanks serve to illustrate the general tone of such letters:

ACKNOWLEDGING A WEDDING GIFT

Oakwood
Jan. 6, 1923

My dear Mrs. Borner,

With your usual good judgment, you have given us just the wedding gift that was needed to add a homey touch to our library. Henry and I are both very enthusiastic in agreeing that the library lamp, which you so thoughtfully selected, could not suit us better if we had picked it out ourselves. It lights the room amply, and blends perfectly with the rest of the furniture.

Henry adds his hearty thanks to mine, and hopes that very soon you will be able to come to see us in our new home.

Always sincerely yours,

Mabel Dutton Clarke

ACKNOWLEDGING A FAVOR RECEIVED

232 Spruce Avenue
Sept. 6, 1922

Dear Mr. Judson,

The few words you spoke to Mr. Hall in my behalf were so convincing that I have received from him this morning an offer of a position that appeals to me very strongly, and I have accepted it. It was an easy thing for you to do, but it meant much to me, and I assure you that I am most grateful. I shall endeavor to prove myself worthy of your faith in my ability.

Gratefully yours,
George Thompson

ACKNOWLEDGING A SMALL GIFT

16 Home Street
June 10, 1923

My dear Mrs. Myers,

The book you so thoughtfully sent me on my birthday will give me many pleasant hours. It was most kind of you to remember me, and I thank you heartily.

Affectionately yours,
Eleanor Dana

LETTERS OF CONDOLENCE

12. A letter of condolence is one that offers sympathy to a person who has suffered the loss by death of some loved one. Good taste demands that such a letter should be sent as soon as news of the death has been received, should be brief, and should contain no mention of affairs not connected with the event to which it refers. It should include a sincere expression of sympathy, worded as simply and concisely as possible, combined with such reference to the good qualities of the deceased and to the Divine Comforter as will be fitting.

LETTERS OF CONDOLENCE

Pittsburgh, Pa.
Jan. 13, 1923

My dear Charles:

Your letter telling me of the death of your father came this morning, and in this hour of your great affliction, I hasten to offer you my deepest and most heartfelt sympathy. To me the news was indeed a blow, for my intimate association with your father during the past twenty years led me to appreciate the unusual qualities he possessed.

I know how close and affectionate were your relations with your father, and I realize how deeply you must feel your loss. The fact that you never caused him an unhappy moment must at the present sad hour be a consolation to you.

Your sincere friend,
Alfred Webb

2001 Euclid Avenue
Cleveland, Ohio
November 21, 1922

Dear Marjorie:

When I read your letter this morning and realized that your mother had left you I could not help but feel that though you have suffered a great loss you have also been most fortunate in having her so long. And what a noble life has been hers! I shall always feel better for having known her, for she taught me, as well as all others with whom she came in contact, that the real joy of living comes only to those who serve. "Well done, thou good and faithful servant," has surely welcomed her into the land beyond.

We all know that, at a time like this, mere words are inadequate, but my thoughts and love are with you.

Sincerely yours,
Louise

The following is a letter received from Admiral Dewey by Mrs. Noss, of Mt. Pleasant, whose husband, Jesse Noss, was killed in the battle of Malate, July 31, 1898:

Manila,
Oct. 23, 1898.

My dear Mrs. Noss:

I wish to express to you my deepest sympathy. It must lessen your sorrow somewhat to know that your young husband fell fighting bravely for his country, the noblest death a man can know. From the Olympia, I watched the fight that fearful night and wondered how many American homes would be saddened by the martyrdom suffered by our brave men, and my sympathy went out to each and every one of them.

Your loss has been sadder than the others and I am unable to express the sorrow I feel. Tears came to my eyes as I read the sad story of the father who never saw his child and then the loss of all that was left to the brave mother. It is hard sometimes to believe, but our Heavenly Father, in His infinite goodness, always does things best and some day father, mother, and daughter will be joined never again to be parted.

With tenderest sympathy, believe me, your sincere friend,
George Dewey

The following letter written to Mrs. Bixby, of Boston, Mass., is one of the best-known letters of condolence:

Washington, D. C.,
November 21, 1864.

Dear Madam:

I have been shown in the files of the War Department a statement of the Adjutant-General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle. I feel how weak and fruitless must be any words of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering you the consolation that may be found in the thanks of the republic they died to save.

I pray that our Heavenly Father may assuage the anguish of your bereavement, and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom.

Yours very sincerely and respectfully,
Abraham Lincoln

13. Where the bereaved person is only an acquaintance, it may often be sufficient to send merely a visiting card with some brief phrase of condolence written on it; as, *Sincere sympathy* or *Heartfelt sympathy*.

14. Acknowledgment of Condolence.—Engraved acknowledgments on black-bordered cards, one form of which is here shown, are often used in response to messages of condolence. Informal notes of acknowledgment may be preferred, and are in good taste, though of course they require much more time.

ENGRAVED FORMAL CARD OF ACKNOWLEDGMENT

MRS. HENRY K. FULTON AND FAMILY

GRATEFULLY ACKNOWLEDGE

YOUR KIND EXPRESSION OF SYMPATHY

INFORMAL ACKNOWLEDGMENT OF CONDOLENCE

The Caldwell
April 6, 1923

Dear Mr. Stevens:

I deeply appreciate your kind letter of sympathy. It is a great comfort to me to know how much my dear wife was loved and respected by all who knew her.

In time of sorrow the thought that others feel the loss we have suffered, and are willing to do all they can to lighten the burden of grief, is very helpful, and I assure you that I am truly grateful.

Yours very sincerely,
William Porter

LETTERS OF CONGRATULATION

15. A letter of congratulation is written to express gratification at some good fortune that has come to a friend. The style should be hearty and joyous. Avoid overdrawn compliments and extravagant expressions of joy, for these will give the letter a tone of artificiality and insincerity. For instance, if you are writing to some friend who had just been elected to an important political office, it would be inappropriate to use language like this: "Your transcendent genius for state affairs, your unimpeachable integrity and unswerving devotion to duty, and your well-known executive ability combine to make you an ideal candidate for the high office to which you have been elected."

Strive to adapt the tone of the letter to the circumstances. A letter to a friend who has won some unusual or exalted honor would naturally be more dignified than a letter written with reference to the winning of some minor success. Familiarity that would be suitable in writing to a close friend would be entirely out of place in addressing a mere acquaintance.

A good way to plan a letter of congratulation is to announce the event that calls forth your congratulations, then express such compliments as may be fitting, and conclude by expressing good wishes. Each of these three parts may be included in a separate paragraph. It should be remembered that letters of this sort should not be long. Sometimes a single paragraph will suffice.

SPECIMEN LETTERS OF CONGRATULATION

201 Stevens Street
June 6, 1923

Dear Mary:

The announcement of your engagement to James Slayton was not unexpected by me. In fact, I had been looking forward to it for some time. I felt quite sure that you and he were so congenial that the wedding bells would ring for you two in due time. So I am truly glad to learn the good news, and I send you my most hearty congratulations.

You are lucky to win the affection of such a sturdy promising fellow, and he is fortunate to face the future with such a cheery, lovable lass as I know you to be.

My good wishes to you both! May you live long and happily!

Cordially yours,
Rebecca Riggs

Denver, Colorado
June 14, 1923

Dear Mr. Morgan:

Your election as President of the Board of Education causes me a great deal of pleasure, and I hasten to offer my congratulations.

Your broad education and the experience you have had since leaving college, as a teacher and a business executive, constitute a splendid equipment for the duties of your office, and I feel confident that you will not disappoint the expectations of your many friends, and will meet your responsibilities in a most satisfactory way.

Accept my sincere best wishes for your success.

Cordially yours,
William S. Crossman

SOCIAL LETTERS

16. Social letters include formal notes and informal notes. Both have to do with our purely social relations with others, and include invitations and announcements and the replies to them.

Social letters must never be typewritten nor written on business paper. The stationery used should be of good quality, preferably white, though unobtrusive tints are not objectionable. If a monogram or address is printed or engraved on the paper, simplicity and dignity should be sought. In all details of this sort, the advice of a good art stationer should be asked.

The general wording and arrangement of formal invitations remain the same; the styles of engraving and of stationery change frequently. For this reason, in the forms of invitations, etc., here given, those representing engraved work have been surrounded by a light rule, though no attempt is made to reproduce their appearance; those in *Italic* are handwritten.

FORMAL NOTES

17. Formal notes differ from ordinary letters in being written in the third person. They have no heading, salutation, conclusion, or signature, and, as a rule, are not dated.

The size and style of paper and envelopes change like the fashions; what is correct one year may be out of date the next. Invitations to large formal functions are generally engraved and enclosed in two envelopes; the inside one of the same quality as the paper, the outside one not so fine. The full post-office address of the matron of the family is written on the outside envelope, and the name or names of those invited, on the inner envelope. Answers to invitations do not require two envelopes.

18. In writing formal notes be sure not to change from the third person to the first. An inexperienced person might write:

Mr. Edwards presents his compliments and requests the pleasure of Miss Smith's company to the theater this evening. I will call at eight o'clock.

Note the change from the third person, *Mr. Edwards*, to the first person *I*. Such mistakes as this are not likely to occur if you imagine that another person is writing for you.

INVITATIONS

19. Invitations to large formal social affairs, such as weddings, receptions, dinners, and balls, are, in keeping with the nature of the occasion, written in a very rigid and conventional style. A reply should always be made within a week of the receipt of an invitation. This reply should be formal, following closely the wording of the invitation, and mentioning the

exact hour and date set. It should be addressed to the hostess, for she is the social manager of the affair.

20. In formal invitations and the replies to them, the full name of the writer should be used, but only the last name of the person addressed. Note in the examples that follow that Mr. and Mrs. James Colvin address their invitation to Mr. and Mrs. Dean, and that Mr. and Mrs. George Dean, in their reply, address Mr. and Mrs. Colvin.

21. Invitations to social affairs that occur in the evening should include both husband and wife, unless the nature of the affair is such that it is restricted to those of one sex only. If there are daughters to be invited, a separate invitation is sent to them, addressed to The Misses Blank. Each male member of the family other than the husband should receive a separate invitation, to which he makes a separate reply.

22. Good taste forbids the acknowledging of any kind of invitation on a visiting card even though a visiting card may have been used for the invitation.

DINNER INVITATION

23. An invitation to a dinner should contain the name of the person for whom the invitation is intended and should state very clearly the date and hour of the dinner. The invitation may be either written or engraved.

INVITATION TO A DINNER

MR. AND MRS. JAMES COLVIN

REQUEST THE PLEASURE OF

Mr. and Mrs. Dean's

COMPANY AT DINNER

ON THURSDAY, JUNE THE SIXTH

AT EIGHT O'CLOCK

410 GRISWOLD AVENUE

24. If a dinner invitation is given for some special purpose, for instance, to meet a person from out of town, or some one of distinction, this fact is included, in engraved invitations, in the upper right-hand corner of the card, as, "To meet Senator Dawes." In a written invitation this information is included in the body, as shown in the following form:

INVITATION TO A DINNER FOR A SPECIAL PURPOSE

*Mr. and Mrs. Henry Harding
request the pleasure of
Mr. Hawley's
company at dinner
on Tuesday, October the ninth
at eight o'clock
to meet Senator Dawes
654 Hudson Avenue*

25. Immediate reply should be made to a dinner invitation, as the hostess needs to know the number of guests to expect.

ACCEPTANCE OF DINNER INVITATION

*Mr. and Mrs. George Dean
accept with pleasure
Mr. and Mrs. Colvin's
kind invitation for dinner
on Thursday, June the sixth
at eight o'clock
140 Second Avenue*

If the invitation cannot be accepted, you should, as a matter of courtesy, state the reason, though this is not obligatory. It is not necessary to mention the hour, because if you are unable to come on this date the time set is unimportant.

NOTE OF REGRET

*Mr. and Mrs. George Dean
regret that a previous engagement
prevents their accepting
Mr. and Mrs. Colvin's
kind invitation for dinner
on Thursday, June the sixth*

WEDDING INVITATIONS AND ANNOUNCEMENTS

26. Invitations.—Wedding invitations should be sent out at least two weeks before the ceremony, in the name of the bride's parents. If these are not living, the invitations may be issued by the bride's married brother and his wife, otherwise by the nearest relative. They should be engraved on unglazed white note paper. The wording of an invitation to a church wedding is more formal than that to a home wedding. The

INVITATION TO A CHURCH WEDDING

MR. AND MRS. FRANK BISBEE
REQUEST THE HONOR OF YOUR PRESENCE AT
THE MARRIAGE OF THEIR DAUGHTER
MARY ELEANOR
AND
MR. WINDSOR G. KOLLER
ON MONDAY MARCH THE ELEVENTH
AT EIGHT O'CLOCK
AT THE WESTMINSTER PRESBYTERIAN CHURCH

former "requests the honor of your presence"; the latter "requests the pleasure of your company."

An invitation to a large church wedding is accompanied by an engraved card of admission. Acquaintances are usually invited only to the wedding; friends receive also reception cards, inviting them to the reception held at the home of the bride's parents or nearest relative after the ceremony.

The invitation is contained in two envelopes, the inner one unsealed and bearing only the name of the person to whom it is sent.

27. Sometimes an engraved form is used, with a line left blank, in which is inserted the name of the person invited.

MR. AND MRS. FRANK BISBEE

REQUEST THE HONOR OF

PRESENCE AT THE MARRIAGE OF THEIR DAUGHTER

MARY ELEANOR

AND

MR. WINDSOR G. KOLLER

ON THE EVENING OF MONDAY, THE ELEVENTH OF MARCH
AT EIGHT O'CLOCK

AT THE WESTMINSTER PRESBYTERIAN CHURCH

INVITATION TO HOME WEDDING

MR. AND MRS. FRANK BISBEE

REQUEST THE PLEASURE OF

COMPANY AT THE MARRIAGE OF THEIR DAUGHTER

MARY ELEANOR

AND

MR. WINDSOR G. KOLLER

ON MONDAY, MARCH THE ELEVENTH
AT EIGHT O'CLOCK

FOUR HUNDRED THIRTY-THREE WEST STREET

28. Acknowledgments.—No written acknowledgment of a church wedding invitation is needed, unless it is requested. A reply is usually requested to an invitation to a home wedding, and this reply should always follow the wording of the invitation. For instance, the following would be the correct form to use in accepting the invitation just given:

ACCEPTANCE OF INVITATION

Mr. and Mrs. Frank Hudson

accept with pleasure

Mr. and Mrs. Bisbee's

kind invitation to be present

at the marriage of their daughter

Mary Eleanor

and

Mr. Windsor G. Koller

on Monday, March the eleventh

at eight o'clock

In case of inability to accept the invitation, the same form would be used, the words "regret exceedingly that they are unable to accept" being substituted for "accept with pleasure."

29. Announcements.—Announcements are sent to all friends who are not included in the wedding invitations, or,

WEDDING ANNOUNCEMENT

<p>MR. AND MRS. FRANK BISBEE ANNOUNCE THE MARRIAGE OF THEIR DAUGHTER MARY ELEANOR TO MR. WINDSOR G. KOLLER ON MONDAY, MARCH THE ELEVENTH ONE THOUSAND NINE HUNDRED AND TWENTY-TWO</p>

when the ceremony has been a quiet one, to all friends and relatives of the bride and groom. When the announcement card is not issued in the name of the bride's parents, it is issued in the name of her nearest relative.

30. With every announcement is enclosed an at home card bearing the address of the newly married couple and the date upon which they will be ready to receive callers.

AT HOME CARD

AT HOME
AFTER THE FIRST OF MAY
976 BOULEVARD AVENUE
SCRANTON, PENNSYLVANIA

INFORMAL NOTES

31. Informal notes are used for affairs that are small and of a less formal character. In their mechanical details they are similar to ordinary letters. The first person is used by the writer, instead of the third, as in formal notes, and there is no definite formula for the wording that should be used. The form of address "Dear Sir" or "Dear Madam" is never used, but the recipient of the note is addressed by name, as "Dear Mrs. Booth," or "My dear Mrs. Booth," the latter being considered the more formal. In a note to an intimate friend, it is proper to use the first name in the salutation, as, "Dear Mabel."

Informal invitations are sent by a married woman for her husband and herself, to another whose husband is also included in the invitation.

INFORMAL INVITATION TO A DINNER

Dalton, Pa.

February 26, 1923

Dear Mrs. Patrick,

We plan to have a few friends in for dinner on Wednesday, March the eighth, at eight o'clock. Can you and Mr. Patrick give us the pleasure of your company at that time?

We hope that you may be able to be with us.

Yours very sincerely,
Anna Goss Stark

The wife signs her given, maiden, and married name, as shown here or she may simply use the initial of her maiden name.

INFORMAL INVITATION TO A "SHOWER"

Peckville, Pa.
November 2, 1922

My dear Miss Johnson,

I am planning to give a "linen shower" for Mary James on Friday, the tenth, at four o'clock. Will you not come and help us to "shower" her?

Mary will not be here until four o'clock. If you can come at half past three we shall have time to arrange all the presents before she comes.

I hope to see you on Friday.

Cordially yours,
Catherine A. Doney

32. Informal wedding invitations are written by the prospective bride. They are addressed to those close friends and members of the immediate families of the bride and groom who would be invited in case a death in the family has occurred or there is a preference for a quiet informal wedding.

INFORMAL WEDDING INVITATION

Glenburn, Pa.
March 26, 1923

Dear Mrs. Sampson,

Mr. Carter and I are to be married at home on Thursday, April the sixth, at eight o'clock. Only a few of our most intimate friends have been invited, and we should be very glad to have you and Mr. Sampson among the number.

We trust that nothing will prevent you from coming.

Yours very sincerely,
Helen R. Munn

33. Informal dances require only a short note of invitation, or a visiting card, on which is written the necessary information; as,

Round Lake, N. Y.
October 30, 1922

Dear Mrs. Coult,

Can you and Mr. Coult join us in an informal dance at our new home on Friday, November the tenth, at nine o'clock? We want to

have a few of our friends spend the evening with us in a jolly house-warming, and hope you both can come.

Cordially yours,
Mary A. Ellwood

A VISITING CARD

MR. AND MRS. ROBERT ELLWOOD
AT HOME

Dancing at nine
November the eighth
R. S. V. P.

130 PAWLING AVENUE

34. Children's Parties.—Informal notes of invitation to children's parties are addressed by the mother of the child for whom the party is given to the mother of the child who is invited.

Southold, N. Y.
July 26, 1923

My dear Mrs. Southey,

Edward's birthday comes on Tuesday, August the first, and we are going to give a little party for him.

I should like very much to have Jessie among his guests on that occasion, and hope that she can come.

The festivities will begin at three o'clock.

Most cordially yours,
Margaret R. Wing

35. Informal Acceptances and Regrets.—It will be noted that the following specimen notes are replies to the informal invitations that precede:

Dalton, Pa.
March 1, 1923

Dear Mrs. Stark,

Mr. Patrick and I are very glad that we can dine with you and Mr. Stark on Wednesday, March the eighth, at eight o'clock.

With cordial greetings to you both, I am,

Yours very sincerely,
Ella L. Patrick

Dalton, Pa.
March 1, 1923

Dear Mrs. Stark,

We regret very much that a previous engagement prevents Mr. Patrick and myself from accepting your kind invitation for dinner on Wednesday, March the eighth.

Yours very sincerely,
Ella L. Patrick

Peckville, Pa.
November 4, 1922

My dear Miss Doney,

I shall be very glad to help you "shower" Mary James on Friday, the tenth, and you may count on my being at your home promptly at half past three.

Yours sincerely,
Ruth R. Johnson

Glenburn, Pa.
March 28, 1923

My dear Miss Munn,

We are glad that we can attend your wedding on Thursday, April the sixth, at eight o'clock, and feel ourselves honored to be numbered among the fortunate few who are to be present.

With cordial best wishes to you and Mr. Carter, I am,

Sincerely yours,
Agnes O. Sampson

Glenburn, Pa.
March 28, 1923

My dear Miss Munn,

An unexpected summons requires both Mr. Sampson and myself to be out of town on the day of your wedding. We regret exceedingly our inability to be among your guests on that occasion, and extend to you and Mr. Carter our sincere wishes for your happiness.

Sincerely yours,
Agnes O. Sampson

Round Lake, N. Y.
Nov. 2, 1922

My dear Mrs. Ellwood,

It was most kind of you to ask us to your dance on Friday, November the tenth, at nine o'clock. We look forward with pleasure to being with you and passing a very enjoyable evening.

Yours very sincerely,
Georgia L. Coult

Round Lake, N. Y.

Nov. 2, 1922

My dear Mrs. Ellwood,

We are very sorry, but a previous engagement prevents us from accepting your cordial invitation to your dance on Friday, November the tenth.

With appreciation of your kindness in wishing to have us with you, I am

Most sincerely yours,

Georgia L. Coult

Southold, N. Y.

July 28, 1923

My dear Mrs. Wing,

It gives me much pleasure to accept your kind invitation to Jessie to attend Edward's birthday party on Tuesday, August the first, at three o'clock. She is delighted at the prospect of spending a most enjoyable afternoon.

Cordially yours,

Clara M. Southey

Southold, N. Y.

July 28, 1923

My dear Mrs. Wing,

Jessie has been confined to her bed by a severe cold for the past week, and she is so weak that it will be utterly out of the question for her to leave the house for several days. I must regretfully decline for her your kind invitation for Edward's birthday party on Tuesday, August the first, and thank you for your kindness in asking her.

Cordially yours,

Clara M. Southey

36. House Parties and Week-End Visits.—An invitation for a house party or a week-end visit should stipulate the exact dates on which the hostess desires the guest to come and go. Vague and indefinite terms tend to puzzle the recipient of the invitation and to cause confusion. It is both a kindness and a compliment for the hostess to specify the day and the hour when she desires her guest to arrive. The hostess may also mention the train on which the guest may come and drop a hint as to any special gayeties she has planned and the other guests she expects.

An invitation to a house party or for a week-end visit should be answered promptly. Then within a very few days

—not more than ten—after the guest has returned home, a short note, known as “a bread-and-butter letter,” should be written to the hostess informing her of the guest’s safe arrival at home and expressing anew appreciation of the hospitality enjoyed.

AN INVITATION TO A HOUSE PARTY

Fair Oaks
July fifth

Dear Gertrude,

We are planning to have a few friends with us during the week beginning Saturday, August fifth, and I very much hope that you can arrange to be with us at that time. Can you not run down on Saturday afternoon and stay with us until the following Saturday?

Mary James will be with us and I know you always enjoy one another thoroughly. Then, too, there will be boating and swimming, as well as dancing in the evening. Come prepared also for some motor trips as the roads in this vicinity are just now in the best of condition.

Let me hear from you at an early date that I may expect you on the fifth.

Cordially yours,
Alice M. Danforth

ACCEPTANCE

My dear Alice,

Indeed you may count on me for your house party beginning August fifth, for your invitation is far too alluring for me to refuse. I shall motor to your place Saturday afternoon and shall probably reach there about four o'clock.

I shall be delighted to see Mary James again and shall enjoy participating in all the activities you have planned for the week.

Yours sincerely,
Gertrude Watson

BREAD-AND-BUTTER LETTER

My dear Alice,

My first thought, on waking this morning, was of the pleasant hours spent with you at Fair Oaks. The renewal of my friendship with Mary James, the hours spent in boating, swimming, dancing, and riding about your beautiful country, as well as your delightful hospitality, made a week that I shall long remember. I feel that it is entirely due to you that I had an opportunity to have such an enjoyable time and I want to thank you again for including me in your party.

Yours sincerely,
Gertrude Watson

EXAMPLES FOR PRACTICE

In order to fix firmly in your mind the principles that have been explained, the following letters should be carefully prepared; but they are not to be sent to the Schools for correction:

1. Write a letter to your mother telling her of your new position.
2. You have received an invitation to a home wedding. Accept it.
3. Describe to your cousin in another town, the new home into which you have moved.
4. Mrs. Oakes is giving a birthday party for her son. Write an invitation that could be sent to his little friends.
5. Your aunt has sent you several packets of seeds from flowers that grew in her garden. Write to thank her for them.
6. On your way from New York to Chicago your train was snow-bound for twelve hours. Write to a friend in New York about your experiences.
7. Mrs. Thomas Welles has asked you informally to dinner next Wednesday, but because you have accepted another invitation for that evening, you find that you cannot go. How do you tell her of this?
8. You and two of your friends were far out in a rowboat on a large lake when a terrific storm arose. Write to your sister of how the storm broke and how you reached safety.
9. You have just heard of the death of a dear friend. Write a letter of sympathy to the mother of that friend.
10. Write an invitation to a formal church wedding.
11. A young man whom you know fairly well has been elected district attorney. Write a letter of congratulation to him.
12. Last week you spent a short vacation on a farm. Tell your cousin, who has never been to the country, about it.

CARDS

VISITING CARDS

37. Uses.—Among the many uses to which visiting cards are put are the following: To announce a visitor's name, to announce a guest's name at a reception, to make one's name known to a stranger, to accompany a letter of introduction.

There are many customs and rules regarding the proper use of visiting cards for various occasions and under various cir-

cumstances; a discussion of these points would, however, fall outside of the scope of this Section.

38. Inscription.—In addition to the name, the residence may also be given in the lower right or left corner. If a lady has a regular day or days for receiving, she sometimes announces this in the lower left corner; as, "Wednesdays," or "Thursdays and Fridays," etc.

A title of address, as Mr., Mrs., may be used or not, according to the taste of a person. Professional men and persons in high official positions use their professional titles; as, Dr., General, M. D., C. E., etc. One should not use the title Honorable, or any scholastic title, unless it is at the same time professional. A man and his wife sometimes use a joint card; as, "Mr. and Mrs. Donald Smith," "Dr. and Mrs. Henry A. Brown," etc.

A married woman, if her husband is living, uses her husband's Christian name or initials instead of her own; as, "Mrs. James A. Green."

39. Style.—Visiting cards vary in style and size to suit the taste and changing fashions. They should always be plain and neat. The most elegant cards are engraved; those printed from type have an inferior look and are not used by people of refined taste.

CARDS OF CEREMONY

40. Cards are sometimes used instead of notes to convey invitations to social functions, as weddings, receptions, etc. Cards thus used are classed as *cards of ceremony*.

The forms of invitations previously given for notes, with the exception, of course, of the familiar form, are equally applicable to cards. It is therefore unnecessary to give other models.

In order that the written or printed matter may not appear crowded, cards of ceremony are necessarily quite large. The usual size is about 3 in. \times 4½ in. or 3½ in. \times 5 in. The cards should be of the finest quality of cardboard. The color is usually white. The cards fit their envelopes.

Cards of ceremony, like notes, may be enclosed in either one or two envelopes, depending on the circumstances of the delivery. The remarks already made regarding the superscription and delivery of notes apply also to cards.

BUSINESS, PROFESSIONAL, AND OFFICIAL CARDS

41. Business men, especially salesmen, use cards to show the business in which they are engaged and to give their address. They are generally used as a matter of convenience, although they may be used for advertising purposes. Even a salesman's card should not be elaborate, nor too detailed in the information it gives. Some salesmen put so little on their cards that the man who receives the card cannot be sure about the salesman's errand until he is seen.

Cards are also used by professional men and public officers for professional and official purposes. Such cards should contain the person's name and professional or official title; the address may or may not be added.

Business and professional cards may be printed with ordinary type, but are usually printed from handsomely engraved plates. They should always be plain, neat, and tasteful.

The following are forms generally used:

CRUCIBLE STEEL COMPANY OF AMERICA

PITTSBURGH, PA.

H. W. STOCKE

**BRANCH OFFICE AND WAREHOUSE
1228 CALLOWHILL STREET
PHILADELPHIA, PA.**

MAIN OFFICE, NEW YORK

ROBERT P. HERON

**REPRESENTING
INNIS, SPEIDEN & CO.
CHEMICALS, GUMS, WAXES**

**219 FRONT STREET
PHILADELPHIA**

Frank S. Betz Co.

*C. Ross Corbin
Sales Manager*

Hammond, Indiana

INDEXING

PRINCIPLES, METHODS, AND EQUIPMENT

INTRODUCTION

1. In modern business practice it is necessary to have a filing system for letters, documents, and records of many kinds, and in order that they may be found quickly an index of some kind must be made. Indexes are of various kinds, ranging from the simplest form consisting of merely a series of markers bearing the letters of the alphabet as in the ordinary letter file, to the elaborate index, or catalog, used in public libraries containing many thousands of volumes.

2. An **index** is defined by the Encyclopedia Britannica to be "an indicator of the position of required information on any given subject." In other words, it is a directory for finding information on a given subject. The New York State Library Bulletin defines an index as "an instrument of search for specific information irrespective of the form of literature embodying it." For the present purpose an index is an alphabetical, numerical, geographical, or chronological arrangement of names, titles, subjects, or facts, with a notation or notations following each to indicate where documents or information referred to may be found.

3. A **catalog**, such as used in public libraries for giving the location of books on shelves, is also an index, for it falls within the definition given by the Encyclopedia Britannica as "an indicator of the position of required information." There is, however, a distinction between the terms catalog and index.

One dictionary defines catalog as "a list or enumeration of names, titles, persons, or things, generally in alphabetical order." Under this definition, a catalog giving only an enumeration of names, titles, etc., without notations making it a directory for finding, would be a list and not an index.

4. The subject of cataloging and indexing has become of such importance in business that it is recognized as a distinct profession and colleges have established Librarian courses to prepare students for it. It is not necessary, however, for a person to be a college graduate to become expert in the profession. The qualities needed for this calling are skill and tact and an intimate knowledge of the different systems of indexing and cataloging and of the various kinds of equipment. The systems and equipment are described in detail in the following pages, and a study of the text will enable one to determine what system and equipment are best adapted for a particular purpose.

ALPHABETICAL ARRANGEMENT OF INDEXES

5. An index is said to be *alphabetized*, or *alphabetically arranged*, when the words, names, titles, etc., are arranged in the order of the alphabet.

The term **dictionary arrangement** is applied to the alphabetical arrangement of single words, as

Articles
Ashes
Axe
Bass
Black
Breeze
Car
Case
Cat

6. **Directory arrangement** is alphabetical and similar to dictionary arrangement, but the term is applied to arrangements of names, titles or subjects, some of which may contain more than one word.

In alphabetical arrangement, the articles *a*, *an*, and *the* at the beginning of a title are either ignored or, if they are important to the sense, are transposed to the end of the line. The following is an example of directory arrangement:

Abrams, Max
Abrams, Solomon
Adams Express Co.
Aldine Hotel, The
American and British Co.
American Bridge Co.
Board of Engineers
Board of Trade
Bone & Co.

CLASSES AND FORMS OF INDEXES

7. Indexes are of two general classes, which may be termed *indexes of direct reference* and *indexes of indirect reference*. An **index of direct reference** is one in which the index is formed by an alphabetical or other arrangement of letters or documents so that they can be located without first referring to a record. A familiar example of an index of direct reference is the common letter file, which has divisions with tabs bearing the letters of the alphabet and in which correspondence is filed according to the initial letter of the name of the correspondent. In a letter file the letters of the alphabet on the tabs constitute an index in a limited way, for they serve as a general guide to position.

An **index of indirect reference** is one formed by making a list of names, titles, subjects, etc. with a notation after each one to show where documents are located or information may be found. A library catalog or an index to a book is an example of an index of indirect reference.

Indexes of indirect reference for commercial purposes are of four general forms, namely, the *bound book*, the *loose leaf*, the *visible*, and the *card*. The first three forms mentioned have a limited use on account of their inflexibility as compared with the card index, which is adaptable in nearly all

cases and is in almost universal use where extensive records are kept. The uses and advantages and disadvantages of each form are described in the following pages.

8. The **bound-book index**, generally known as the *Burr index*, is used chiefly for public records. It is adapted only to cases where there are not likely to be many changes or additions after the index is first arranged. The Burr index consists of bound ruled sheets, which at suitable intervals are *thumb indexed* to show alphabetical division. A **thumb index** is one formed by projecting portions of sheets or of tabs bearing the letters of the alphabet, or by cutting away a small portion from the margin of sheets at suitable intervals so that the letters of the alphabet printed on the margin of sheets

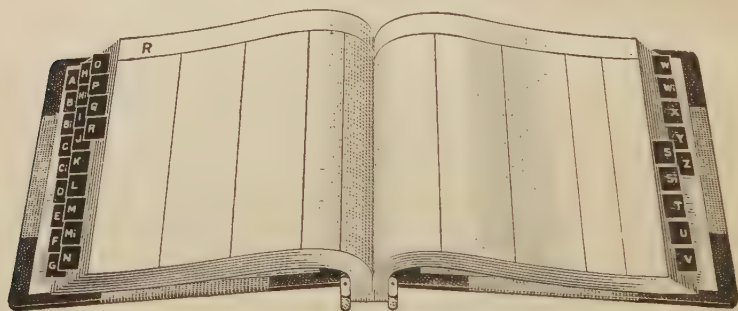


FIG. 1

can be seen, and the book opened at any desired section. The book shown in Fig. 1 illustrates the form of a thumb index.

The number of pages allotted to the different alphabetical sections varies according to the number found by experience to be the average required for each letter of the alphabet. The sheets are ruled vertically into columns, the first for the surnames of individuals, the second for the given names, the third for the middle names or initials, with other columns for numbers to indicate the page or other location of the matter indexed. The first sheet of each section bears a letter of the alphabet and a section may be subdivided by two or more letters spaced at intervals; in Fig. 1 the subdivisions of *B* are *B* and *Bi*. Such subdivisions may be made as required.

9. The advantages of the Burr index are: (1) Each page contains a number of names or titles, and a particular one can be found at a glance; (2) the pages cannot become disarranged nor be removed unless they are torn out; (3) compactness. Its disadvantages are: (1) It cannot be expanded to any great extent; (2) the number of lines required for any alphabetical division cannot be accurately estimated, and after the index has been in use for a time additions cannot be inserted in the correct alphabetical order; (3) in order to guard against overlooking an entry made out of its alphabetical place, a page must be scanned several times; (4) entries out of alphabetical order are sometimes overlooked with the result that duplicate entries are made; (5) some pages are filled more rapidly than others, and when pages become filled the whole index must be rewritten, which involves considerable work not only in copying the entries but in checking them for accuracy.

The disadvantages of the Burr index far outweigh its advantages, consequently it is fast going out of use. The excuse sometimes given for retaining this form of index is that it prevents dishonesty, because the record cannot be removed without tearing leaves out of the book, which would be quickly discovered. This excuse does not justify its use, for leaves have been removed from books and changes made on pages and the alterations were not discovered for years.

10. The **loose-leaf index** is of the same general form as the bound book and is somewhat of an improvement over it. The loose-leaf index has all the advantages of the bound-book form, and in addition is more flexible, as it can be expanded by the insertion of additional leaves wherever necessary. It has the same disadvantages as the bound book; and the advantage of its greater flexibility is somewhat offset by the fact that it is not an easy matter to insert new leaves, and names cannot always be added in strictly alphabetical order unless each sheet is a unit in itself. The loose-leaf form of index has never been used extensively.

11. The **visible index** consists of a series of metal frames, or leaves, on which strips or cards bearing names are

arranged in alphabetical order. The leaves may be mounted on a wall bracket or on a shaft set in a base so that the leaves can be revolved. The form of the visible index is illustrated in Fig. 2, which shows the leaves mounted on a wall bracket.

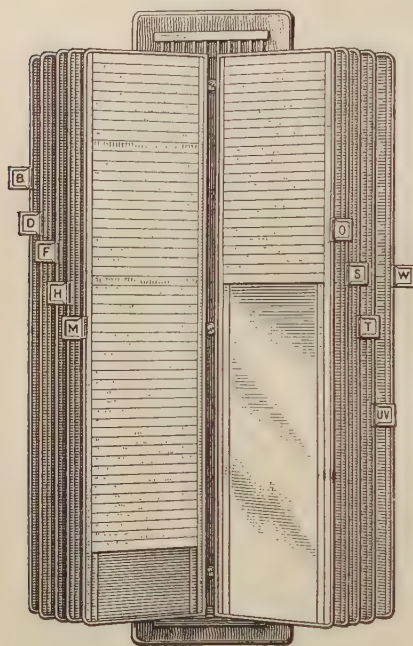


FIG. 2

This form of index is in reality a loose-leaf index with the sheets formed of metal instead of paper. It is superior to the loose-leaf form, inasmuch as it has all the advantages of the latter and in addition is more flexible, as it permits of adding additional names in their proper order by moving the cardboard strips already in the frame. The visible index

is very satisfactory for small lists, such as for customers, switchboard directories, etc., but it is too cumbersome for a list of great length.

CARD INDEXES

FORM AND ORIGIN

12. The **card index**, as its name implies, is an index consisting of any required number of cards, each of which is a unit in itself, filed on edge in a tray, drawer, or cabinet, and grouped in such a way that any particular card wanted can be located quickly. Various devices are used for holding the cards in place.

Trays and drawers used for filing cards are usually provided with a follow block, as shown in Fig. 3, which supports the cards in a nearly vertical position so that they can be easily read, and it can be moved to any desired point.

The card form of index is very flexible, being capable of indefinite expansion, and is therefore suitable for use under a great variety of conditions for which an index is required. Cabinets for holding the drawers in which the cards are filed are made in many styles to hold cards of any size and any number. Manufacturers and dealers carry a great variety of such equipment in stock so that it usually is possible to find cabinets suitable for any conditions.

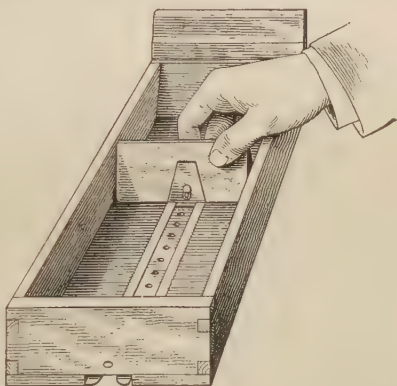


FIG. 3

13. Crude forms of card index were in use prior to the year 1876. In that year the American Library Association, at a convention held in Philadelphia during the Centennial Exposition, recommended an improved form of library cataloging, and since that time cards and equipment suitable for practically all conditions have been developed, and the card index is now in almost universal use.

On account of its greater importance, the system of card indexing will be described in detail in the following pages. Since, however, the general principles of indexing are the same for all systems, if the principles of the card index are understood they can be applied to any system so far as the limitations of that system permit.

INDEX CARDS

14. Card Measurements and Ruling.—Cards used for indexing purposes are of various thicknesses, which are designated in points, the point being the unit of measurement.

The point, for paper and card measurement, is one thousandth (.001) of an inch. Type sizes are also gauged by the point system, and when cards are ruled the lines are spaced a certain number of points apart. The point used for type measurement and in ruling, however, is not the same as that used for paper measurement. The type point is approximately one seventy-second ($\frac{1}{72}$) of an inch. The size of type commonly used on typewriters is what is known to printers as 12-point, and six such lines without space between them measure 72 points, or 1 inch.

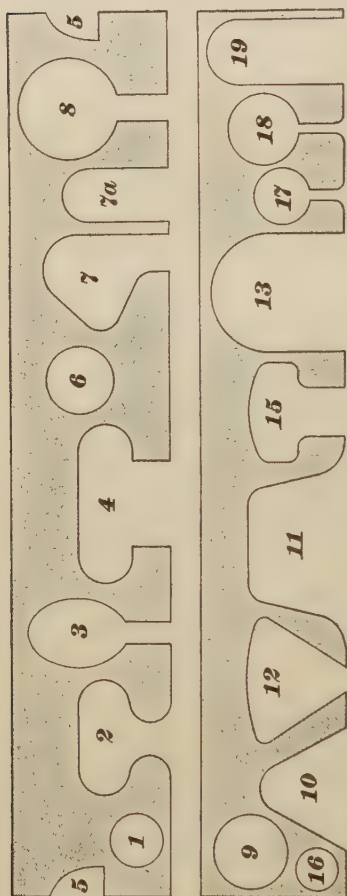


FIG. 4

15. Card Punches.

Many card trays and drawers are fitted with rods of various shapes for holding cards in place. The cards are released either by pulling out the rod or turning it to

a position that will permit removal of the card. The rods are provided at the knob end with a screw or a lock of some kind to secure them in place. Cards that are to be filed in trays or drawers fitted with rods must have holes, or *punches*,

as they are termed, cut in them of a shape suitable for the style of rod used. The punches are usually made in or near the bottom edges of the cards, midway between sides.

The various shapes of card punches are shown in Fig. 4. The form of punch most frequently used is the one suitable for the ordinary round rod, numbered 1 in the illustration. Punches numbers 6, 9, and 16 are also for round rods of different diameters. Punches 2, 3, 4, 7, 8, 12, and 15 are for flat rods which can be either folded or turned on edge to release the cards. Punch 5 shown on both ends of the illustration is for cards used in an old-fashioned tray having an expansion rod on each side which can be pressed into grooves in the sides of the drawers. Punches 7a, 10, 11, 13, and 19 are for cards used in trays that have a rod or a strip on the bottom. These slots permit of removal or insertion of cards without moving the rod or strip, the purpose of which is simply to hold the cards in alinement. Occasionally punches 7 and 7a are made in one card, 7 on the left side of the bottom edge and 7a on the right side. The rod for 7 is flat and when its flat sides are in the horizontal position one edge extends into the bulge of the slot, which, however, is somewhat wider than the rod. The rod may be locked in the horizontal position, in which case a card cannot be removed without danger of tearing it; or the rod may be left loose, which permits of removal of a card without difficulty. Cards cannot be inserted, however, without turning the rod so that its flat sides are in a vertical position. When the rod is in the horizontal position any card may be moved to the right so that its edge extends about an inch beyond the other cards. When this is done, slot 7a is brought to a position where it straddles an offset strip and thus holds the card in place. The double punch is used principally for card ledgers.

GUIDE CARDS

16. For convenience of reference, index cards are separated into small groups, usually not more than fifteen nor less than six, by means of guide cards; the arrangement of such guide cards in an index or file is called *guiding*. **Guide cards**

are cards that project above the index cards for a part of or their full width. They are usually made of heavier stock

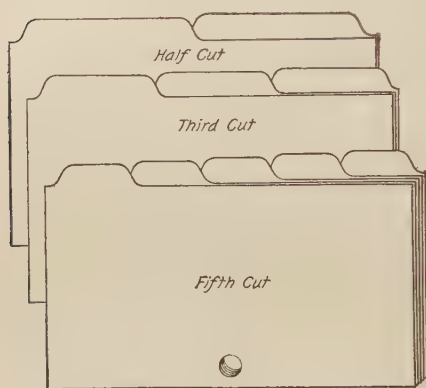


FIG. 5

than the index cards and are also made of celluloid and thin metal. Guide cards are designated according to the width of the projecting part, or tab. When the projection is the full width of the card it is called a *full-cut* or *straight-cut guide*; if the projection, or tab, extends across only a part of the card it is known

as a *half-cut*, *third-cut*, or *fifth-cut*, *guide*, according to the proportion the width of the tab bears to the width of the card, and the guides are spoken of as *halves*, *thirds*, *fifths*, etc. Half-cut and third-cut guides are designated from the positions of the tabs at *rights*, *lefts*, and *centers*. In fifth-cut guides the tab on each succeeding card is in a different position, the positions being designated as *first*, *second*, *third*, *fourth*, and *fifth*.

17. Guide cards are generally placed with the tabs in **staggered** positions; that is, with the tab of the first card of fifth-cut guides, for instance, in the first position, the tab on the second guide in the second position, and so on for the full set of five cards, the fifth card having the tab on the extreme right. This order of placing the guides is repeated indefinitely. Half-cut, third-cut, and fifth-cut guides and the method of arranging them in staggered positions are illustrated in Fig. 5.

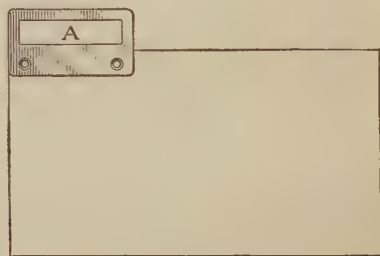


FIG. 6

18. Blank guides are carried in stock by the various manufacturers in halves, thirds, and fifths, and some can supply full-cut and fourths.

Alphabetical guides are usually furnished on fifths in assorted positions; month guides, January to December, on third-cut center position; states of the Union on third-cut center position; days of the week on thirds, assorted positions; days of the month, 1 to 31, on fifths, assorted positions. Town guides and special name guides are supplied to order and can be made up according to any specifications submitted.

Manufacturers furnish guide cards with plain tabs, or with tabs bearing alphabetical, numerical, geographical, or other designations, and special forms are made to order for any purpose.

19. Guides are also furnished with the tabs reinforced with or made entirely of celluloid or metal, for use when indexes are in more or less constant service and therefore subjected to hard usage.

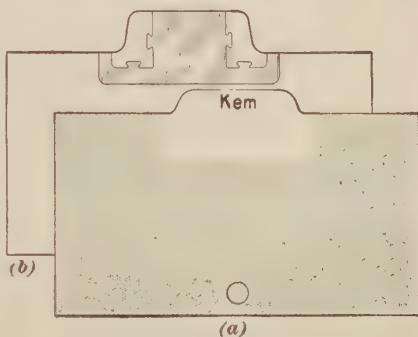


FIG. 7

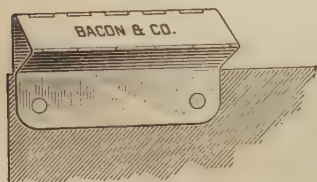


FIG. 8

A card with a metal tab in which a label can be inserted is shown in Fig. 6. A guide with a tab protected by a sheet of plain, transparent celluloid folded over the top is shown in Fig. 7 (a). In Fig. 7 (b) is shown a guide having the shoulders of the projecting part made of solid pieces of celluloid dovetailed into the card and the whole tab completely enveloped in celluloid. This form of guide is adapted to the hardest usage.

Another form of metal tab, known as the angular metal holder, is shown in Fig. 8.

20. Guide cards are made also with a projection at the bottom, as illustrated in Fig. 9. This is known as the **check-sorter projection**, and its purpose is to hold the guide cards in place and leave sheets or documents filed between them loose so that they can be removed without releasing the guide cards. It takes its name from the fact that it is a convenient arrangement for sorting checks or other documents into alphabetical order.

21. Signals.—Signals of different kinds are often used to call attention to certain records for some purpose or at a



FIG. 9

particular time. One of the most convenient forms of signals consists of a set of small metal clips of different colors which can be attached to certain cards as in Fig. 10.

Another good form of signals consists of a series of guide cards, as in Fig. 11, of distinctive colors or having tabs which may

be of distinctive shape or of various colors or may be numbered or lettered.

22. Signals are used in a number of ways and to provide information of many kinds. For example, in a list of customers a red signal on a card may be used to indicate that the firm is slow in paying its bills and a black signal may be used to indicate that no goods may be shipped to a firm on credit, or a signal of a certain color placed on a card at a number, as at 12, Fig. 10, may indicate that a letter is to be sent to the customer on the day of the month indicated by the number.

Signals may be used also to identify cards by the nature of the business, such as bankers, commission men, etc. This can be done, without grouping the cards according to the

nature of the business, by placing a signal of a certain kind on each card of a particular kind. The signal may be in a certain

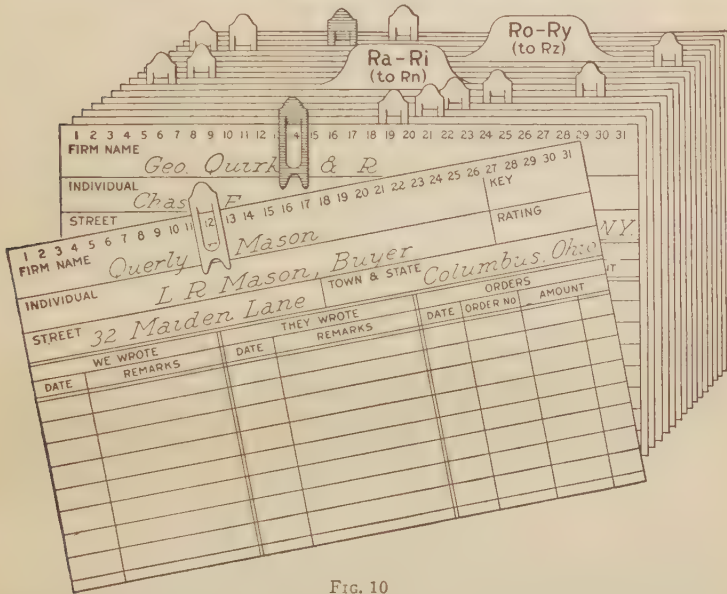


FIG. 10

position for each card of the same nature, or it may bear a number or a letter, or be of a distinctive color. For instance, the cards of bankers can be identified by signals placed in the first position or bearing the numeral 1 or the letter A or signals

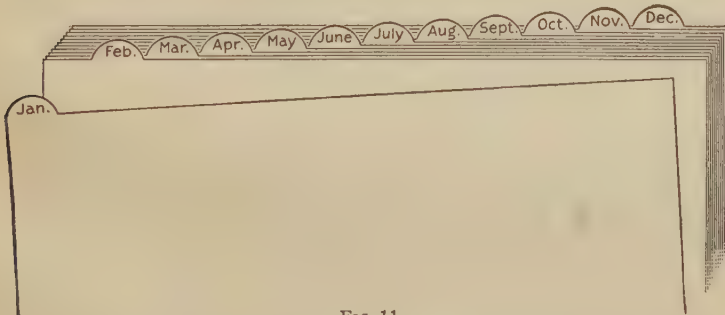


FIG. 11

of a white color; the cards of commission agents can be identified by signals placed in the second position or bearing the

numeral 2 or the letter B, or signals of a buff color, and so on for all desired groups. In this way there are group classifications without disturbing the alphabetical arrangement of the names of the list.

EQUIPMENT FOR CARD INDEXES

23. Cards.—Cards, guides, and cabinets for a card index should be selected with care. There are all kinds of cards on the market, the quality running from a very cheap all-wood-pulp card to the most expensive all-linen-fiber card. Each of these cards has its use, and that depends upon the life of the index and the frequency of reference to it. It would be just as absurd to use a cheap soft card for a hard-used permanent index as to use an extra-fine linen card for the rough draft of an index.

Of the better-grade cards there are two distinct kinds, known as long-fiber and short-fiber. The long-fiber card is tough and hard to tear, but is not springy; that is, it does not spring back to its original shape after being curled or bent. This card, in spite of its good quality, is likely to bulge in the tray, and as the index gets older the speed of reference will be retarded. The short-fiber card does not have this handicap.

The cards should be of uniform size, shape, and thickness. The slightest difference in size will slow down the work of reference. It is impossible to get guillotine-cut cards of uniform size unless they are cut a few at a time, and this is impracticable. The rotary-knife-cut card with all edges cut is the only dependable card.

24. Guides should be selected for the work they are expected to perform. Those best for card indexes are made of extra-heavy short-fiber linen stock with the tab filled on its edges with celluloid and a thin strip of celluloid folded over it to cover front and back; such a guide was shown in Fig. 7 (*b*). This guide will give the best service and takes up the least room in the tray. The pressboard guides and metal-tip guides are not particularly adapted for use in a card index.

25. Cabinets of either wood or steel may be obtained. There is no particular merit to make one preferred to the other. Cabinets can be obtained in two distinct types, known as solid and sectional. Solid cabinets are so constructed that each is a separate and distinct unit and cannot be added to or taken apart. Sectional cabinets are of two kinds, those in which two or more units known as *vertical units* are placed side by side, and those that are built up by placing *horizontal units* one on top of another. The floor space, size of list, method of reference, and probable growth are the factors that determine the type of cabinet.

Manufacturers of indexing and filing supplies make a great variety of filing cabinets, cases, desks, and other equipment, suited to the handling of both small and large card indexes, and it usually is possible to select from their stock standard equipment that will meet any ordinary needs. Special equipment can be obtained to order at somewhat higher price.

SYSTEMS OF GUIDING

26. Card files may have their guide cards arranged alphabetically; geographically, by countries, states, counties or towns; chronologically, or according to time, as by years, months, days; or numerically, that is, numbered 1, 2, 3, etc. By far the larger number of indexes in use are in some form of alphabetical arrangement, of which there are many, even the geographic being based on the alphabetical principle.

27. Alphabetic Divisions.—A set of guides arranged according to the *primary* division of the alphabet consists of twenty-five cards, each of which, with one exception, bears one letter of the alphabet, one bearing usually two letters, *X* and *Y*, as illustrated in Fig. 12. This is what is designated as a 25-division set, which, on the basis of from ten to fifteen index cards to a division, is suitable for an index of not to exceed 350 or 400 cards. From this as a basis, the set may be contracted or expanded, according to requirements, by the use of a smaller number of guide cards each bearing two or more

letters of the alphabet or by the insertion of additional cards bearing subdivisions of the alphabet.

28. Manufacturers furnish guide cards in standard sets, which are designated from the number of cards in the set, as

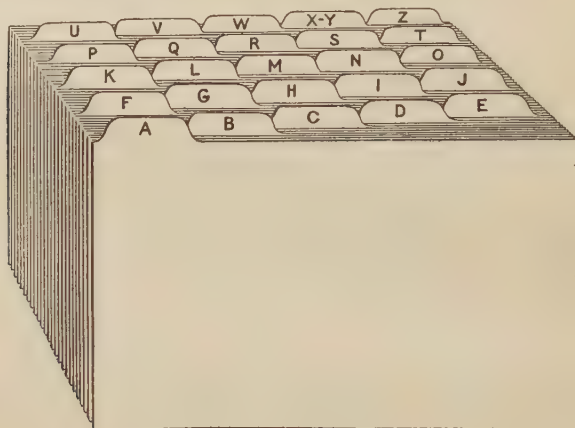


FIG. 12

10-division, 20-division, 25-division, 40-division, 80-division, 100-division, and so on up to divisions of several thousand.

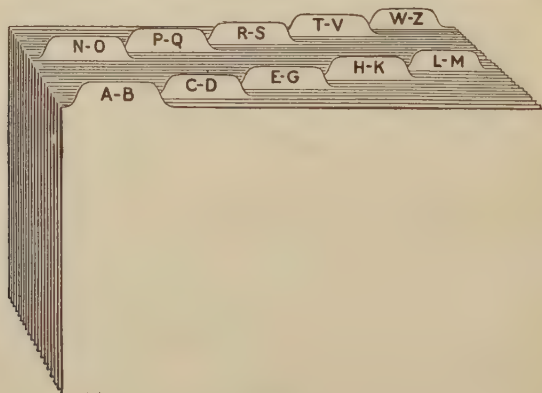


FIG. 13

In sets of under twenty-five divisions, all or some of the guides are labeled with two or more letters, as shown in Fig. 13, which illustrates a 10-division set. In sets of more than

twenty-five divisions the lettering on the tabs varies according to the division. For example, in a 40-division set, as shown in Fig. 14, a guide labeled *Am* is inserted between the *A* and the *B* guides, and two guides labeled *Be* and *Br* are inserted between the *B* and the *C* guides; in an 80-division set, the subdivisions of *A* are *A*, *Al*, and *An*, and the subdivisions of *B* are *B*, *Ba*, *Be*, *Bi*, *Bo*, *Br*, *Bro*, and *Bu*. A 40-division set of guides is suitable for an index of not to exceed 600 cards.

These alphabetic subdivisions have been carefully determined for the various divisions from an average of a large number

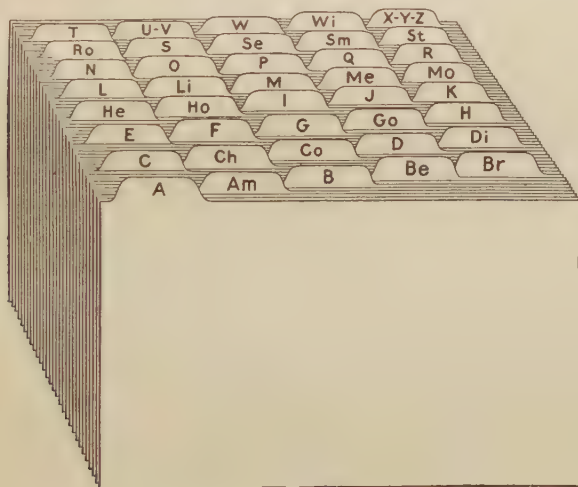


FIG. 14

of lists and city directories and give a fairly even distribution of index cards for general conditions. Names vary in different places, however, according to the nationality of the people living there, so that a 500-division set of guides that would be satisfactory for Philadelphia would be very unsatisfactory for Chicago or Boston. The only way to secure extreme evenness of distribution in a particular case would be to prepare a typewritten set of guides from the list itself.

29. At one time only vowel subdivisions of the alphabet were used for moderate sized lists. Thus, the subdivisions

were *Aa, Ae, Ai, Ao, Au, Ba, Be, Bi, Bo, Bu*, etc., which provide for a 130-division set of guides. Index cards were filed under these guides in two ways: (a) in their correct alphabetical order for all letters of the name, and (b) in the order of the vowels in the name, the consonants being disregarded.

Vowel guides are still in use to some extent, although both plans of filing give an uneven distribution and the second plan (b) is too complicated for any one but an expert to handle satisfactorily.

30. Single and Duplex Designations.—Guides marked as in Fig. 14 are said to have *single designations*; the designations shown in Fig. 15 are called duplex designations. Both

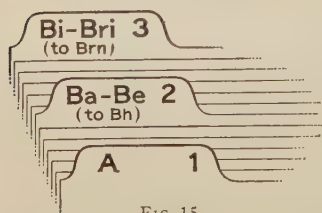


FIG. 15

styles are in common use and are carried in stock by manufacturers. The single-designation guides are simpler to use, as they require less effort of the eye and mind and they admit of expansion at any point in the file where congestion occurs.

For example, with duplex designations, as shown in Fig. 15, all the cards from *Ba* to *Bh*, inclusive, must immediately follow guide *Ba-Be*.

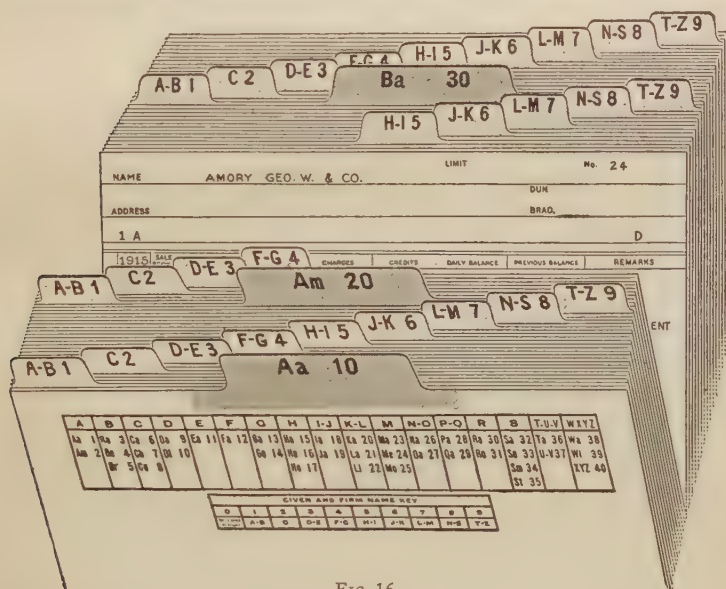
Where the single-designation guides are used, as in Fig. 14, if, for example, between guides *B* and *Be* a large number of cards with the name *Baker* should accumulate, it would be a simple matter to insert a guide bearing the name *Baker* and it would take its place as part of the guiding system. With the duplex method, the insertion of such a card would break up the whole scheme of guiding.

There are many arrangements of alphabetic divisions other than the straight subdivisions; two of the more prominent of these will be described.

31. Automatic Index.—The method of guiding called the Automatic Index is based on the arrangement of guides according to a two-word name—that is, by surnames and given names or second names—and is particularly effective in an index of names of individuals and firms; by the system it is

possible to classify properly a given number of names with many less alphabetical divisions than are required with the straight alphabetical subdivisions. The system also has a numeric control, which tends to accuracy in filing, an important feature when cards must be taken out and put back frequently.

The principle on which the system is based provides a very even distribution of names and considerable speed in finding them. Two groups of guides are used. The cards are filed alphabetically by surnames, the main alphabetical divisions



It is evident that a card carrying the name, Amory, Geo. W. & Co. would be filed somewhere between the primary guides *Am* and *Ba*. Its exact place would be determined by the secondary guides, which refer to given names, and the name Geo. would therefore require the card to be placed back of the secondary guide *F-G*. The name, Amory, Fred, would also be in the same group, so also would, Anderson, Frank, but Amory, William, would be back of the secondary guide *T-Z 9*, the last one in the division *Am 20*. A card having a single name or subject, as America, would be filed immediately following the guide *Am*.

33. The object of the numeric feature represented by the figures *10*, *20*, *30*, etc., on the primary guides, and the figures *1*, *2*, *3*, etc., on the secondary guides is to furnish a number that may be put on each card to indicate the exact group of the index in which the card should be filed.

The key to the system of numbering is printed on the front of each primary guide. As shown on guide *Aa 10*, Fig. 16, the larger tabulation shows the forty primary divisions of the alphabet which are used on the primary guide cards in the index shown, and these divisions are numbered in consecutive order from 1 to 40. Each guide carries corresponding letters and a number with a cipher to the right of the number, so that *Aa 1* in the table becomes *Aa 10* on the guide, and the last primary guide in the file would be *XYZ 400*. The smaller tabulation on the front of the guide gives the letters, with numbers from 1 to 9, as they appear on the secondary guides. By this system of numbers for the primary and secondary guides a number can be given to each card, which will indicate in which of the secondary divisions, or groups, that card belongs.

For example, as shown in Fig. 16, the card, Amory, Geo. W., is in primary division 20, secondary group 4, and its number, therefore, is 24 which is written on the upper right-hand corner of the card as shown. All other cards that fall in that group would have the same number. These groups of filing numbers are in consecutive order from the beginning to the

end of the whole index, thus insuring a numeric check in filing cards alphabetically.

Guides according to this system can be obtained for indexes having any of the standard alphabetic divisions.

34. The Expandex.—The Expandex is a patented method of alphabetic guiding that allows natural expansion with the growth of the list and avoids the inequalities of guid-

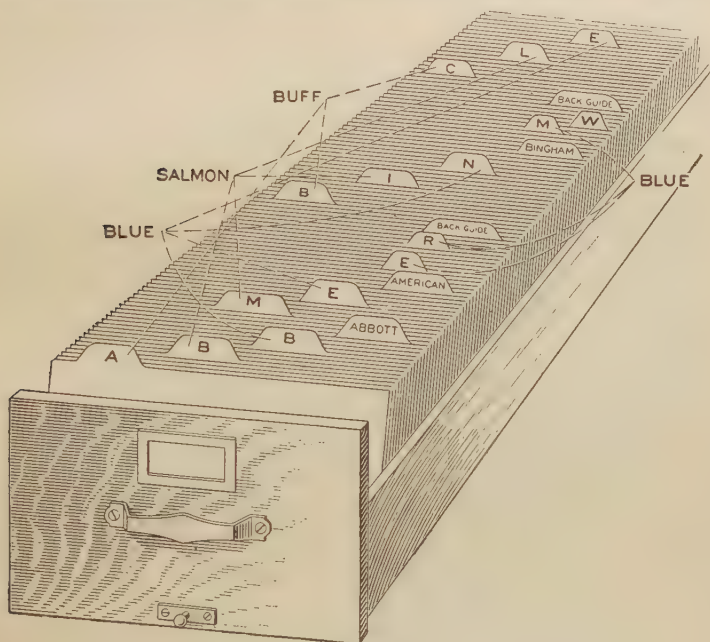


FIG. 17

ing that so ordinarily occur when the stock set of alphabetical guides is used.

When such an index is planned, the number of cards it is finally to contain should be determined, at least approximately, so that the proper division of the alphabet may be selected. In the beginning, the index consists of a set of guides in the first position only. These will be of buff color and of any of the standard alphabetic divisions. Part of an index having origi-

nally a 25-division set of guides is shown in Fig. 17. The guides *A, B, C*, in the first position are those first placed.

As the list grows and the number of cards back of any one guide becomes too large for convenience, additional guides of salmon color are added in the second position. These second-position guides represent the second letter of the subdivision. For example, in Fig. 17, the second-position guides *B, M, I, L*, represent, respectively, *Ab, Am, Bi, and Cl*. Further congestion that occurs can be relieved by adding blue guides in the third position, as *B, E, N, E*, which in this case represent the third letter of the subdivision and indicate the position that in an ordinary alphabetic division would be occupied by the guides *Abb, Ame, Bin, and Cle*.

If there is further congestion, special surname guides may be added for accumulation of common names; these will be on the extreme right, as *Abbott, American, Bingham*, etc. Later, second-name or given-name guides in blue in the fourth position are added to subdivide the special surname guides, as *E* for *American Engine Co.*, *R* for *American Roofing Co.*, and *M* for *Bingham Machine Co.* If needed, auxiliary salmon-colored name guides in the fifth position may be used, as at *W*, which might indicate the position of the card of *Bingham Machine Co., William*. The guide labeled *Back Guide* indicates the last of the cards of the common name guided by the special surname guide.

35. Name Index.—A good many lists are guided by using a fair-sized subdivision of the alphabet and then, in addition, taking an arbitrary number of names, say 15, and using each fifteenth name as a guide heading; that is, writing the name on a tab or having it printed on. This method permits absolutely perfect guiding, as it provides an even assortment and also brings out prominently the more important names in the list, allowance being made for that purpose by using the name desired that is near the arbitrary number selected. This method is also used in a growing list to relieve congestion between guides, which is remedied by the insertion of one or more special name guides.

36. In another method, special surname guides, selected as described, occupy center positions as shown in Fig. 18. In the first position, guides of another color are used for the first or given names, and further division is made by middle-initial guides, as *A*, *B*, *D*, etc., centered as shown. The last, or third, position is used for any special guiding that may be required.

This is a particularly good method for a very large list of personal names, especially where it is desired to group common names such as Jones, Smith, Snyder, etc.

37. Subject Indexes.—Indexes arranged by subjects should always be guided by special name guides arranged alpha-

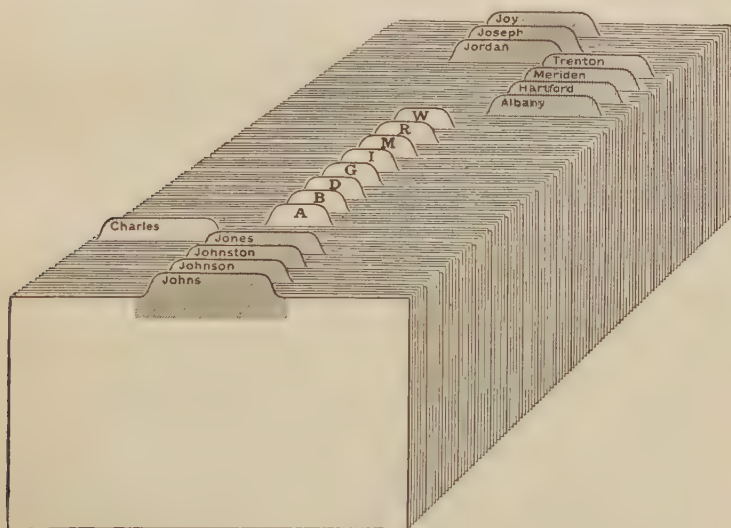


FIG. 18

betically by the main subject and subdivided by the various subclassifications. For instance, *Employees* may be a general classification. A main guide labeled *Employees* would be provided in the first position as shown in Fig. 19. Any miscellaneous data would be filed immediately behind this guide, but there would probably be subheadings for departments, as Foundry, Machine Shop, Office, etc. The second position

would therefore be used for such subheadings. Then these could also be subdivided in case of necessity by third-position

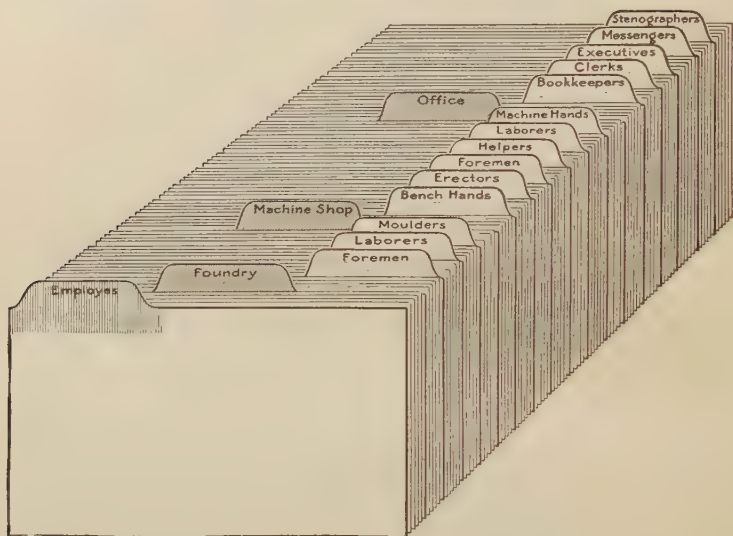


FIG. 19

guides as shown, the employees of the office being classed as Executives, Clerks, Bookkeepers, Messengers, Stenographers, etc.

38. Geographic Indexes.—Geographic guiding is also based on the principles described in subject guiding, states,

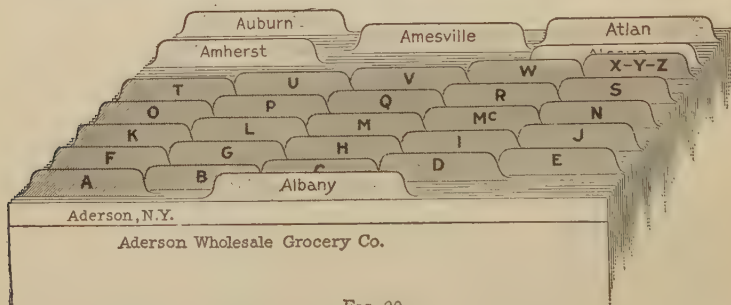


FIG. 20

counties, and cities being the main designations, the counties frequently being ignored. When carried to its logical con-

clusion the arrangement works down to the street and house number; this is the case in an assessor's list, the street list of gas, water or electric-light companies, and fire-insurance rating lists. In other geographical lists, the location stops with the town, and the names are listed in directory order for each town. In Fig. 20 the towns are listed alphabetically and names of persons or firms in each town are filed alphabetically back of the guide for that town.

39. Chronologic Indexes.—For chronologic indexes, guides such as shown in Fig. 21 are used for months, days of

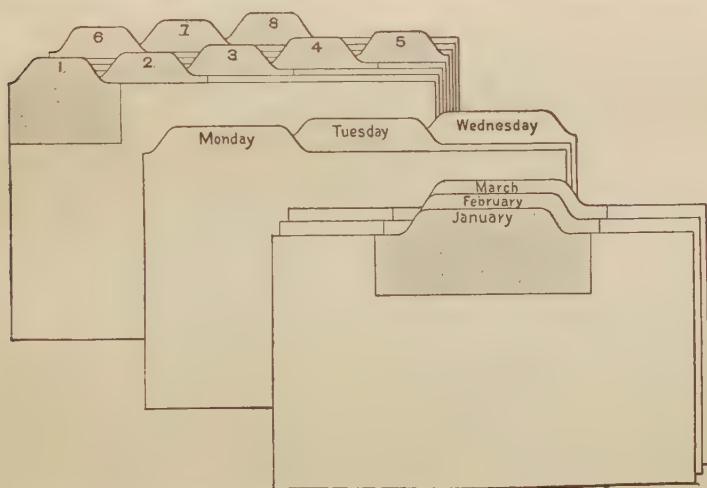


FIG. 21

the week or days of the month. If conditions require, individual cards can be filed alphabetically back of these.

Such indexes are often used for what is called a *tickler file* or *follow-up file* to bring up at the proper time matters that will require attention at some future date. For example, a record of a library book loaned would be filed in such a file under the date when it is due to be returned.

40. Numeric Indexes.—In a numeric index the cards are numbered consecutively and guides are placed at intervals of 10, 20, 100, etc., as may be convenient. Such an index may

be used for reference to things that are numbered, but an alphabetical index is necessary in connection with it in order to find the special information desired.

41. Combinations.—The general methods of guiding that have been described are subject to change to suit individual conditions or desires or the form in which reference is made, and one method may be used in connection with another. The making of the proper selections and combinations to suit conditions affords an opportunity for the exercise of good judgment.

PREPARING AN INDEX

PRELIMINARY CONSIDERATIONS

42. Definitions of Terms.—In the preparation of indexes, a number of terms are used in reference to different parts of the work. The principal terms and their meanings are as follows:

Arrangement by Subject, or subject arrangement: The arranging of data or facts according to the nature, meaning, or description, of the record.

Classifying or Grouping: The arranging of data into general divisions or groups as is required before the final or complete subdivision or arrangement.

Checking: The reading of a list of names or subjects and comparing it with original copy to see that everything has been correctly written in every respect as to spelling, arrangement, and reference data.

Throwing: The arranging of names in the main groups in which they are finally to be located without any regard to the proper order in which they will be sorted.

Sorting: The act of arranging a list of names or cards in order in the general divisions desired. Names or cards may be sorted in the three following ways:

Alphabetically: After having been thrown in groups of A's, B's, C's, etc., they are sorted for the final arrangement.

Numerically: First thrown by 100's, then 10's, and finally sorted in correct numerical sequence.

Geographically: First thrown by states, then counties, then sorted alphabetically by town names.

Reading: Going over an index to see that it has been properly made up and arranged.

43. Choice of Form of Index.—In preparing an index the first step is to determine just which form is best suited for the purpose; that is, whether it shall be a bound-book, loose-leaf, visible, or card, index. Consideration must be given to the following factors:

1. Size; that is, number of names or titles.
2. Growth. Will the index be increased by additional names or titles from time to time or will it remain fixed?
3. Eliminations. Will some of the names or titles become obsolete?
4. Reference. Will reference be frequent or occasional? Will it be used by one or many? Will it be accessible to the general public or only to those in charge of it?
5. Location. Floor space required.

If the list will be large, increasing from time to time, some of the names becoming obsolete, if the reference will be frequent and the index will be used by many and the space available is limited, only the card index will meet the conditions. If, however, the list is moderately small, comparatively complete when prepared, and few eliminations will be necessary, if it will be referred to by only those in charge and then only occasionally and the space it occupies is no object, then any of the types are applicable.

44. Having selected the type of index, the next step is to decide on the method to be followed in arranging it. Shall it be in directory (alphabetic) arrangement, geographical, chronological, or numerical? This depends entirely upon what the index represents. Probably 90 per cent. of the indexes in use are in alphabetic or directory arrangement or one of the special alphabetic arrangements already described; even the geographic arrangement is based on the alphabetic principle.

Geographic arrangement is required only when it is necessary to have a set of names or a series of facts grouped by cities, counties, states, or countries. The numeric arrangement is only suitable for a list that is used to check similarly numbered things, such as ledger accounts, reference files, etc., in all of which cases there must be either an alphabetic or geographic index or both, in order that the special information required may be found. The chronologic arrangement can only be used for two things, a record of events that have happened, or a reminder of things to be done at some future date.

45. Order of Procedure.—Having established the desired arrangement, the following steps are required in order to accomplish the desired result in the quickest and most satisfactory manner:

- (a) Prepare the copy (rough draft).
- (b) Copy to the sheets or cards by hand or typewriter.
- (c) Check for spelling, punctuation, etc.
- (d) Make corrections.
- (e) Throw according to general arrangement.
- (f) Complete the arrangement.
- (g) Read for correct arrangement.
- (h) Insert the guides.

Inasmuch as the card index is the prevailing type, these steps will be described as applied to it, because of the simplicity of the card index and because the same methods apply in the same way to the other forms of index.

PREPARATION OF COPY

46. Details of Copy.—The information to be used in the index should be drawn up carefully and as completely as possible. Abbreviations should not be used, for they may cause misfiling; James and Joseph, for instance, when abbreviated to Jas. and Jos. are frequently mistaken for each other.

When the word *The* begins a title, it should be written in parentheses at the end of the title. Thus, *The Atlantic* and

Pacific Co. would be written Atlantic and Pacific Co., (The). In ordinary subject indexes the words *a*, *an*, or *the* beginning titles are often omitted except where they affect the meaning, in which case they are transposed, often without parentheses.

47. Inverted or Transposed Titles.—When a name or a title consists of more than one word, it is important that its place in the index be determined by the most important word—the one likely to be in the mind of the person consulting the index. This often requires that the wording of the title be *inverted* or *transposed*; that is turned about.

Names of individuals are always inverted in indexing. For example, William B. Jenks is written Jenks, William B.

Titles, such as Prof., Dr., etc., are placed in parentheses after the name in the same manner as the word *the*.

Such words as *Jr*, *Sr.*, *1st*, *2nd*, in a name, are part of the name and are arranged accordingly, as Jenks, William B., Jr.

Names with prefixes, such as D'Arcy, LaCainile, etc., are arranged as if the name were one word. An exception to this rule is sometimes met in connection with names beginning with Mc, which in some indexes are grouped together and placed before the other M's. Usually, however, they follow the rule.

Names of corporations or institutions are written without inversion, except when their titles are made up of names of individuals. When an individual's name is part of a firm name or corporation title, the arrangement is according to the first individual name, with the remainder of the title following. For example, William B. Jenks & Simon Jones Co. is indexed Jenks, William B., & Simon Jones Co.

Titles of subjects are usually indexed in their original form and frequently are cross-indexed in several inverted forms, each of which appears in its proper place in the index. The following are examples of inversion:

TITLES OR NAMES	INVERSIONS
Air pump	Pump, Air
Fungous parasites of corn	Parasites of corn, Fungous Corn, Fungous parasites of
Robert Morris Club	Morris Club, Robert

When making an index of subjects, care should be taken that the inverted forms clearly express the meaning intended. For example, the title, *Sharpening carpenters' chisels*, might be inverted as follows:

Carpenters' chisels, Sharpening

Chisels, Sharpening carpenters'

What might be called a double inversion, such as

Chisels, carpenters', Sharpening

is sometimes used; but in long titles, especially those containing commas and several words that begin with capital letters, such inversion often results in a conglomeration of words that is almost meaningless, and should be avoided. No matter how the title is inverted, the word with which the original title begins is always capitalized.

48. Cross-Indexing.—In an index or catalog like that of a public library, books may be cross-indexed. By cross-indexing is meant cataloging documents, books, etc. in several different ways. For example, a book may be listed alphabetically according to its title, the name of the author, and by its subject.

If different subjects are treated in a book, the book may be **subindexed**; that is, subheads, or subtitles, may be assigned for the different subjects treated, and each be listed in its proper place in the index. For example, a book entitled *Motor Boats*, in addition to being listed by title, might also be listed under the subheads *Navigation of Motor Boats* and also under *Marine Gasoline Engines*, if both subjects were treated in it.

A **cross-reference** is a reference under one subject to another record where additional information may be found. For example, under the title *Boat Building* might be a cross-reference *See also Motor Boats*.

49. Cross-reference cards should be made out in as great a number as may be necessary to aid in locating all the information desired.

After the copy has been prepared and written up on the cards, the cards should be first compared with the rough draft to make sure that all the information has been copied, then they

should be checked for spelling, punctuation, etc., and any necessary corrections should be made, not by erasing or writing over a letter, but by making out a new card. Then the list is ready to be thrown according to the main divisions of its arrangement; if alphabetical, by A, B, C, etc.; if subject, by the main subject headings. Now each main division is ready for the sorting for its final arrangement.

ARRANGEMENT

50. All the cards should be arranged in strictly directory order, the order of the letters being regarded to the very last letter in the name, title or subject as written on the card. The order in which duplicated surnames appear will thus be determined by given names or initials, and if there are several names that are identical throughout, the address, either town or street, would determine the order in which they would be filed. For example:

Adams, A.

Adams, Aaron

Anderson, G. E.

Anderson, George W., Allentown, Pa.

Anderson, George W., Philadelphia, Pa.

Anderson, George W. Jr.

A title beginning with a number expressed in figures, as, for example, "1000 Recipes," is arranged as if written "One Thousand Recipes."

51. Location of Guides.—The list having been arranged and carefully read for accuracy of the arrangement, the guides are inserted. The guide should always be inserted in front of the group of names it is guiding, not at the rear as is sometimes done. This rule is simply common sense, but it is frequently broken. It should be remembered that a guide is a sign post; one always looks for the sign post before finding the desired place, never goes backward from the sign post, but forward.

LIBRARY CATALOGING

52. Even the smallest library attains its full usefulness only when properly classified and cataloged, so that its resources on any subject may be learned at a glance and any desired book found instantly. Classifying means grouping the books in logical order according to subject, and giving to each book a mark that will tell in which group or class it belongs, distinguish it from other books in the same class, and show its exact place on the shelves.

For a library that is likely to grow to larger size, or that needs to be classified minutely, it is most desirable that a trained cataloger be engaged as librarian, and the demand for such trained people is increasing daily.

The decimal classification is one of the simplest and most practical. There are several decimal systems in use, among them being the Dewey Decimal, the Cutter, the Cutter-Sanborn, and the Williams Classifications, the Williams being used for railroad filing exclusively. Books describing these systems in detail have been published and can be obtained through public libraries and book sellers. The general features of the Dewey and the Cutter systems will be here described.

DEWEY DECIMAL CLASSIFICATION

53. In 1895, the Dewey Classification and Relativ Index, by Melvil Dewey, was adopted as the official classification for all countries. In this book a system of classification is worked out in great detail and all known subjects are classified into ten classes numbered 0 to 9, as follows:

- | | |
|-----------------|---------------|
| 0 General Works | 5 Science |
| 1 Philosophy | 6 Useful Arts |
| 2 Religion | 7 Fine Arts |
| 3 Sociology | 8 Literature |
| 4 Philosophy | 9 History |

The system of classification as listed in the book gives a number to each subject, and the number of the class is the first figure of that number. Thus the first figure of the number denoting the classification of a book on any of the sciences would be 5, because science is class 5.

Each of these classes is divided into ten divisions; thus the divisions of Science are:

Science 5

- | | |
|---------------|----------------|
| 1 Mathematics | 6 Paleontology |
| 2 Astronomy | 7 Biology |
| 3 Physics | 8 Botany |
| 4 Chemistry | 9 Zoology |
| 5 Geology | |

One of these figures will be the second figure of the classification number. Thus any work on the science of mathematics would have 51 for the first two figures of its classification number. The divisions just mentioned are each divided into ten sections, the subjects being given in the lists, and the number of the section to which the subject belongs constitutes the third figure of the classification number. Thus, geometry being the subject of section 3 under the science of mathematics, a book on that subject would have the number 513. Many sections are further subdivided so that the most minute topic may have a specific number, all after the first three figures being decimals; thus the number 331.89 represents the subject, strikes. It is analyzed as follows: Class 3, sociology; division 3, political economy; section 1, capital, labor, and wages; subsection, .8, laboring classes; topic 9, strikes.

54. All subjects in the classification tables given in the book are arranged in numerical order, and the Relativ Index, also a part of the book, enables the cataloger to assign the most minute topic to its exact place in the classification or to find anything previously assigned. Following are lists and numbers of the classes and of the divisions, but the subjects of the sections of the divisions are not here given. Since, in the classification numbers, the class numbers represent hun-

dreds and the division numbers tens, the numbers are here given in full, the units, or section numbers being represented by 0; thus, philosophy is class 100, metaphysics is division 110, etc. The class, General Works, includes cyclopedias, periodicals, and other publications too general in character to belong to any one of the other nine classes.

CLASSES

000 GENERAL WORKS	500 NATURAL SCIENCE
100 PHILOSOPHY	600 USEFUL ARTS
200 RELIGION	700 FINE ARTS
300 SOCIOLOGY	800 LITERATURE
400 PHILOLOGY	900 HISTORY

55. Each of the ten classes is subdivided into ten divisions, as follows:

DIVISIONS

000 GENERAL WORKS	260 Church; Institutions; Work
010 Bibliography	270 Religious history
020 Library economy	280 Christian churches and sects
030 General cyclopedias	290 Ethnic; Nonchristian
040 General collections	300 SOCIOLOGY
050 General periodicals	310 Statistics
060 General societies; Museums	320 Political science
070 Journalism; Newspapers	330 Political economy
080 Special libraries; Polygraphy	340 Law
090 Book rarities	350 Administration
100 PHILOSOPHY	360 Associations and institutions
110 Metaphysics	370 Education
120 Special metaphysical topics	380 Commerce; Communication
130 Mind and body	390 Customs; Costumes; Folklore
140 Philosophic systems	400 PHILOLOGY
150 Mental faculties; Psychology	410 Comparative
160 Logic; Dialectics	420 English
170 Ethics	430 German
180 Ancient philosophers	440 French
190 Modern philosophers	450 Italian
200 RELIGION	460 Spanish
210 Natural theology	470 Latin
220 Bible	480 Greek
230 Doctrinal; Dogmatics; Theology	490 Minor languages
240 Devotional; Practical	500 NATURAL SCIENCE
250 Homiletic; Pastoral; Parochial	510 Mathematics
	520 Astronomy
	530 Physics

540 Chemistry	770 Photography
550 Geology	780 Music
560 Paleontology	790 Amusements
570 Biology	800 LITERATURE
580 Botany	810 American
590 Zoology	820 English
600 USEFUL ARTS	830 German
610 Medicine	840 French
620 Engineering	850 Italian
630 Agriculture	860 Spanish
640 Domestic economy	870 Latin
650 Communication; Commerce	880 Greek
660 Chemic technology	890 Minor Languages
670 Manufactures	900 HISTORY
680 Mechanic trades	910 Geography and Travels
690 Building	920 Biography
700 FINE ARTS	930 Ancient History
710 Landscape gardening	940 { Europe
720 Architecture	950 { Asia
730 Sculpture	960 { Africa
740 Drawing; Decoration; Design	970 { North America
750 Painting	980 { South America
760 Engraving	990 { Oceanica and Polar regions

56. These divisions show the order in which the subjects follow one another. As, in the lists, each of the divisions is divided into ten sections, one thousand subdivisions are thus provided, which are the basis on which cataloging may be begun. It is necessary to become familiar with these subdivisions before beginning cataloging.

Each book is numbered according to the group in which it falls, and all books are arranged on the shelves in numeric order. Since each book has a definite number, the books on any given subject must stand together. Thus, to use the previous illustration, 331 means class 3 (sociology), division 3 (political economy), section 1 (capital, labor, and wages), and every book under this subject is numbered 331. One advantage of this plan is that each class may be subdivided to any degree desired without reference to the others.

A library that has made a specialty of sociology, for instance, may classify its books on that subject with the greatest minuteness and yet carry the rest of its classification no further than

the one-thousand subdivision (see Abridged Decimal Classification and Relativ Index, by Melvil Dewey). Fiction and biography are not classified by the decimal system.

Fiction has a place on the shelves by itself and is arranged alphabetically by name of author. Individual biography, that is, biography of a single person, is arranged on the shelves

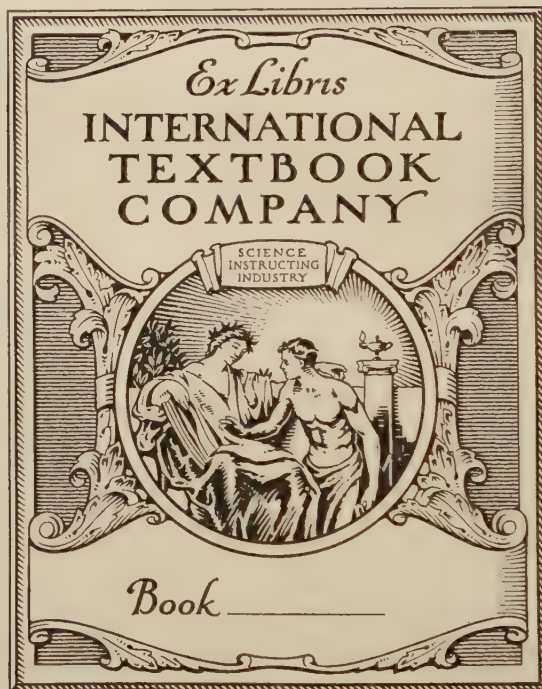


FIG. 22

alphabetically by name of subject, that is, Hapgood's "Life of Lincoln" is placed on the shelves under Lincoln, not under Hapgood.

57. The group or class in which the book belongs having been designated by the decimal system, it is necessary to distinguish one book from another in the same class. In a small library this is done by adding to the classification number the initial of the author's surname and arranging the books in

the same class on the shelf alphabetically by name of author. Thus, Motley's "Dutch Republic" would be 940M. In larger libraries, the Cutter two-figure or three-figure decimal alphabetic order table is used to group together upon the shelves all of an author's works on one subject; this also allows of still closer arrangement by dates or by alphabetic arrangement under title as desired.

Each book must bear its complete number and author mark in some conspicuous place. In a private library the best plan is to have a book plate, which is usually an artistic label as in Fig. 22, pasted on inside front cover of each book. On this the book's number and author mark are written. A plain label bearing the same number and mark is frequently used, pasted on the back of the book.

CUTTER'S CLASSIFICATION

58. Another logical and practical system of book classification, known as Cutter's Expansive Classification, has been developed by C. A. Cutter. It consists of seven tables of classification, designed to meet the needs of a library at its successive stages of growth. The first table has few classes and no subdivisions and is meant for a very small collection of books. The second table has more classes and some subdivisions, but retains all of the classes in the first table with their marks. This is intended for the small collection when it has grown so that it must be grouped in more classes. The successive stages of growth carry the classes and subdivisions on in this way through the third, fourth, fifth, and sixth, and finally the seventh table, which is very complete. These classifications and tables are all published complete with thorough explanations of the manner in which they are used.

CARE AND HANDLING OF BOOKS

59. Arranging and Classifying.—In starting to arrange a library it is best to group the books roughly in classes before beginning to classify them minutely. This will save much referring back and forth in the lists.

The classification of a book can usually be determined by examining first the table of contents and next the preface. If the exact subject is not evident from these, it will be necessary to read pages here and there to determine the nature of the book. It is not safe to depend on titles, for they are sometimes misleading. For example, "History of Mathematics" is classified under Mathematics not under History. If a book treats of more than one subject, it should be classified under the most prominent, but a catalog card would be made out for each subject.

In classifying, it is advisable to decide first to which of the main classifications the book belongs; next, take that class as if there were no other and decide to which of its ten divisions the subject belongs; then, in the same way, select section and subsection, thus running down the topic in its grooves, which become ten-fold narrower with each step. Correct classification is most important, and it should always be borne in mind that the object of classification is to group the books on any one subject together and to bring those of kindred subjects near one another.

THE CATALOG

60. After the books have been grouped and classified in proper order, the catalog must be written up. A catalog should supply all necessary information about the titles, authors, and subjects of books as well as where they may be found on the shelves. Should any one want a book of a certain title, or by a certain author, or about a certain subject or thing, reference to the catalog produces the information instantly and indicates the exact place on the shelf where the book may be found.

62. Author Card.—On the first line of the author card, Fig. 23 (*a*), is the author's surname, followed by the given name or names; on the next line the title, then any other desirable data, such as publisher, size of book, number of pages, date of publication, cost, etc. In the upper corner, usually upper left-hand corner, is written the class number with the author's designation.

63. Title Card.—The title card, Fig. 23 (*b*), is made out same as the author card, except that the title is on the first line and the author's name on the second. The class number and author's designation are entered in the upper left-hand corner as on author card.

64. Subject Card.—On the subject card, Fig. 23 (*c*), the subject is on the first line, author's name on second, title on the third, with class number and author's designation in the upper left-hand corner as before.

Many books require several subject cards. For a volume of essays, plays, stories or biographical sketches it is desirable

No.	Name	Residence	No.	Name	Residence
76			01		
77			02		
78			03		
79			04		
80			05		
81			06		
82			07		
83			08		
84			09		
85			10		
86			11		
87			12		

FIG. 24

to write a subject card and a title card for each essay, play, etc. Fiction requires no subject card. Frequently different-colored cards are used, as white for author cards, buff for subject, and salmon for title, also green for biographical cards. Such a color arrangement facilitates finding the card wanted. All the cards, author, title and subject, are arranged in one alphabetic sequence and guided by using special name guides as in other card indexes previously described.

CHARGING SYSTEMS

65. Every library that loans books must have some system for keeping a record of its borrowers and of the books they borrow.

The charging system should show just where each book is—that is, who has it—the address of the person, the date the book is taken, and the date it is to be returned. The system should be simple and speedy in operation so as to avoid the crowding at busy times at the charging desk.

66. The Newark Charging System.—In public libraries, a system called the Newark system of charging is often used.

In such case it is necessary first to have an application form filled out by the person desiring to have the privileges of the library; this card is signed by the applicant and also by a recommender or guarantor and the addresses of both are recorded on it. It is then numbered, and the number thereafter identifies the borrower. These cards are filed in directory arrangement and become the permanent record of borrowers and are known as the *Borrower's List*. It is a list of all those entitled to borrow books from the library.

Another card with the name, address and number of the borrower is made out and filed consecutively by number; this is called the *Borrower's Register* and is referred to in order to

[illegible]

FIG. 25

locate the borrower when a book is overdue or when it is returned damaged. Sometimes the application cards are filed as the register and sometimes a book is used with the lines numbered, as in Fig. 24. To each borrower is given a card upon which is written the assigned number and the name and address of the borrower; the body of the card is ruled in columns for date due and date returned as in Fig. 25.

Each book is provided with a book pocket and a book card. The *book pocket* is an envelope pasted inside the back cover and used to hold the *book card*, which is a card containing the

A rectangular card with a rounded top. It contains three labeled fields: "No" at the top, "Name" in the middle, and "Address" at the bottom.

FIG. 26

A rectangular card with a header row labeled "Date Due". Below the header is a grid of 15 rows and 4 columns. The first column is for "Date Due", and the other three columns are for "Date Returned".

Date Due			

FIG. 27

essential information about the book, its number and description, and having columns in which to enter the date loaned, number of the borrower, and date returned. When the borrower takes out a book he presents his card and the date is stamped on it, and the borrower's card is substituted in the book pocket for the book card; the book card is then stamped with the date and filed in a tickler file under the due date.

When the book is returned, the borrower's card is removed from the book pocket, stamped with the date, and returned to the borrower, and the book card is removed from the tickler,

slip locates the date under which the card envelope is filed, the book card is returned to the book pocket and the card envelope is returned to the borrower.

RECORDS OF BOOKS

68. Accession Books.—The Accession Book, Fig. 28, is a register of all books belonging to the library. Each book is registered with complete data as soon as it is received. It usually contains the name of author, title, classification number, notes on binding, publisher, book seller or donor, cost or charges, rebinding, and final disposition. The Accession Book is the inventory record of the library.

69. Shelf List.—The shelf list is also an inventory record arranged according to the location of the books on the shelf. As most libraries arrange the books by decimal classification, the shelf list also becomes a subject index. Where the Accession Book is used, the shelf-list card simply records the title, author, number, and location of the book. If the Accession Book is not used, the shelf-list card should contain all the information described for the accession-book entries.

FILING

INTRODUCTION

1. Development of Filing Methods.—The need for keeping the records of a business has been recognized since the earliest ages of man, when the records were scratched or carved on rocks. Later, individual stones or baked clay were used, and the excavations of ancient cities show that these records were carefully and systematically arranged. As time passed and trade expanded, more convenient materials for correspondence and records were made use of, such as the skins of animals, and later, papyrus, and still later, paper. Each of these improvements stimulated trade and increased the convenience of exchanging ideas and information by use of messages.

With the introduction of the factory system, the popular use of the typewriter and the telephone, and the great expansion of manufacturing and trading, a tremendous increase in business correspondence was made possible and necessary, but it was not until about 1890 that the need was really recognized for an efficient method of keeping correspondence and records in such a way as to make them accessible for occasional reference.

2. In the course of the development of filing methods, stick files, Fig. 1, were replaced by the scrap book; scrap books by boxes, Fig. 2, labeled with the letters of the alphabet; these in turn were replaced by cabinets with flat drawers, each drawer containing the papers pertaining to correspondents whose names began with certain letters of the alphabet marked

on it; and finally the vertical file for the filing of papers on edge was introduced. This file, one form of which is shown in Fig. 3, has become the accepted type of filing cabinet for modern business.



FIG. 1

3. Filing of Copies of Correspondence. For a long time only the incoming papers, or papers received, were filed in these receptacles; the outgoing papers were laboriously copied by hand in a book and an index was provided for each volume. Later, copying ink was invented, and moist copies were made in a book of tissue paper leaves and indexed in like manner as was the written copy book. These copies were made by moistening the page of the book, placing the letter to be copied face down on the wet page, and applying pressure by means of a copying press.

This method of filing copies of outgoing letters is still practiced by a few old-fashioned concerns who argue that it gives them a copy which, being bound, cannot be removed, and that it also gives an exact copy that cannot be falsified. The method, however, is not satisfactory to a modern organization, because of the time and expense involved in making the copies and of the unsatisfactory methods required in finding and referring to a series of correspondence.

In the endeavor to overcome these objections, machines were made to copy letters on rolls of tissue paper. With these, the paper was passed through a pan of water, the surplus water was squeezed out by compression between two rollers, the letter or paper to be copied was brought in contact with the moistened paper, and pressure was applied by means of another set of rollers. After the copies were dried they were cut so that each letter could be filed with other letters pertaining to it.

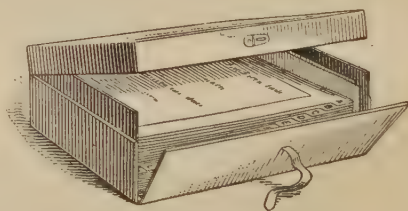


FIG. 2

Copying by moistened paper has the disadvantage that frequently the copies are either smeared or so faint that they cannot be read. By far the greatest percentage of copying today is done by the use of carbon paper.

4. Importance of Efficient Filing Methods.

Modern business demands of a filing department that any paper or record that may be wanted be produced instantly and with it any other papers or records that might apply to the subject at hand. There is no other department in a business organization that is so unnoticed when things run along smoothly, or that is subject to more violent attention when it fails to work properly, and no other department of a business so soon reflects changing conditions or so quickly outgrows itself. It therefore is constantly in need of intelligent attention.



FIG. 3

METHODS OF FILING

EQUIPMENT USED

5. Modern methods of filing correspondence and documents make use of cabinets, similar to that shown in Fig. 3, containing drawers of such size that the documents can be filed vertically on edge, usually without folding. The papers to be filed are enclosed in folders made of heavy paper or

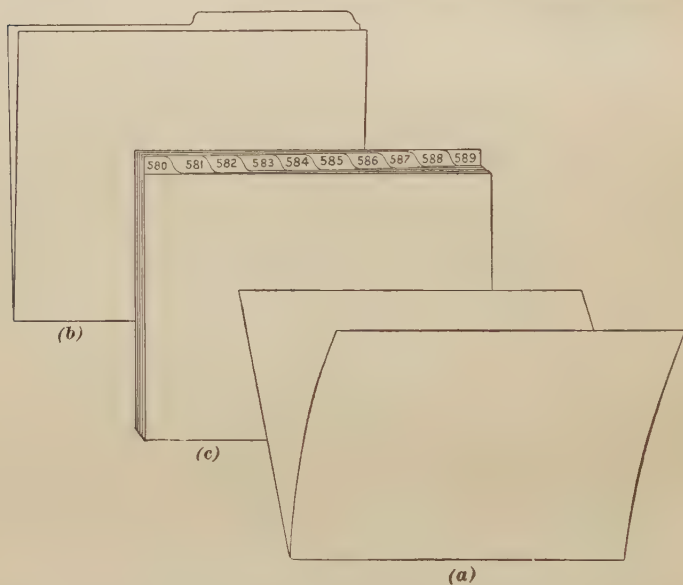


FIG. 4

similar material, which keep related documents together. The folders are lettered or numbered and filed on edge in the drawers.

The systems of guiding used in such files are similar to those described in the Section on *Indexing*, though there are some

differences in the construction of the guides themselves owing to the size and shape of the material filed.

6. Folders.—Folders are pieces of heavy paper approximately twice the size of the inside vertical dimensions of the drawer of a filing cabinet, and when folded they fit the drawer as to width but are a little lower in height. A **straight-cut** folder is one having its top back edge cut straight across as in Fig. 4 (a). A **tab-cut** folder has its edge cut so as to allow a part to project higher than the rest, similar to a tab on a guide as in Fig. 4 (b). Folders can be obtained with tabs in various positions such as halves, thirds, fourths, fifths, or tenths as in Fig. 4 (c), or in single or assorted positions.

Expansion folders have an expansion pleat at the bottom of the fold to provide for increasing contents without spoiling the shape of the folder. **Bellows** folders are expansion folders closed on the two ends and the bottom, leaving the top open.

A **gusset** folder is similar to a bellows folder except that the closing at the ends extends only half way up. For special purposes, folders are made of pressboard or leatherette with provision for expansion and with flaps that close them entirely.

Sometimes papers are attached to a stiff card of proper size, called a **backer**, and then filed. This method is not so satisfactory nor so economical as is the use of folders.

7. Guides.—In a filing drawer, the folders are separated into various divisions by the use of guides made of heavy cardboard or pressboard. These are similar to the guides that were described for card indexes, but are heavier, as they are larger and are required to support the folders in position as well as to assist in locating those wanted. Such guides can

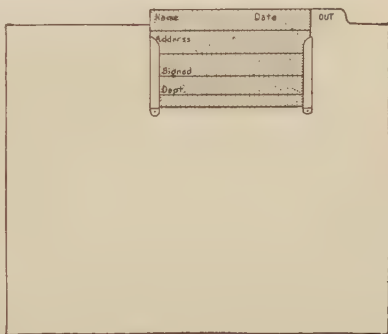


FIG. 5

be obtained with tabs in all positions from single tabs to tenths and with either straight or check-sorter bottoms and with tabs reinforced in various ways. Metal tips, or tabs, in which labels can be inserted are also found convenient. An arrangement such as shown in Fig. 5 permits the insertion and removal of a card which may bear a memorandum, as, for instance, the name of the person to whom a missing folder containing correspondence has been delivered. A guide used for such a purpose is called an *out guide*.

FILING OF CORRESPONDENCE

METHODS AND SYSTEMS

8. The first step in organizing a filing system for correspondence is to adopt a filing method suited to the requirements of the business. The next step is to see that it is properly installed with the right kind of equipment and in a convenient location; and, finally, to employ intelligent persons to operate it.

9. **Choice of Filing Methods.**—The two general methods used are filing by *name* and filing by *subject*. The factor determining which method shall be used is, How will the correspondence be referred to? Will it be called for by the name of the correspondent, or by the nature of the correspondence? In the great majority of cases in the regular course of business it will be by the name of the correspondent. Ordinarily only the executive correspondence need be referred to by subject, and in most cases such subject files can be combined with the name file. Only in the various departments of the government and in large public-service companies are complete subject files required, and these will be described later.

10. It should be realized that in the establishing of any filing system there are always encountered some exceptional or unusual features that must be provided for. It is therefore a safe rule to consider that if upon analysis it is found

that 60 per cent. or more of the needs of a business can be taken care of in a certain way, that is the way to establish; the other 40 per cent. or less will usually seem naturally to take care of itself.

11. If, then, it has been determined that the reference will be made by the name of the correspondent, the next question is, what shall be the filing method? It may be the direct (alphabetic) method by which the names or letters on the material filed constitute the index; it may be the indirect (numeric) method whereby a separate alphabetically arranged card file is kept of the names, each of which is numbered; then all the correspondence pertaining to that person bears the same number and is filed numerically in folders in a separate file. A third possible method is the geographic, whereby the town in which the correspondent lives becomes the guide for reference. Another method is by dates or times.

12. Fundamental Principles.—Irrespective of the method adopted, it must not be forgotten that the most important thing in filing correspondence is to bring together in one place or folder all the papers from, to, or about one correspondent or one subject. This principle must be applied to every paper entering the files. The filing system must bring together the things that belong together, must produce instantly any letter or group of letters, free from the confusion of things that are not wanted, and it must work as smoothly in a file of 10,000 correspondents as in one of 25.

One other principle must be remembered in order that the proper method of handling and filing the correspondence be adopted, and that is that the ideas, habits, customs, and personnel of the business must be studied so that the filing system will take its place naturally in the organization. In other words, be careful to adapt the filing system to the business rather than to attempt to adapt the business to the filing system.

ALPHABETIC FILING

13. Since the direct alphabetic method of filing correspondence is applicable to such a variety of conditions, it will be taken up first.

The alphabetic file in its plain state, as shown in Fig. 6, consists simply of a set of alphabetic guides of various subdivisions, and a sufficient number of folders to provide properly for the correspondence. The guides are fifth-cut in assorted positions with the tabs printed with the letters of the alphabet or syllables of the subdivisions; they can be obtained with

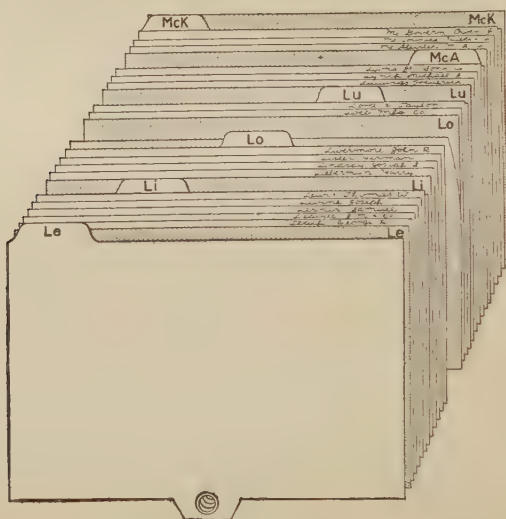


FIG. 6

alphabetic divisions from the straight undivided A to Z set up to a 7,200-division set. A greater division than 7,200 would have to be prepared specially.

Besides the plain alphabetic system, there are specially developed methods of alphabetic filing that have certain good features that will be described later, but the principle underlying all alphabetic filing is the same.

14. Capacities of Files.—To provide properly for the correspondence, it is necessary to consider: (1) How many

names are to be provided for? (2) What is the volume of the correspondence? With these two questions answered, the necessary capacity of the file drawer can be determined.

The average file drawer is 24 inches from front to back and will contain 5,000 letters from 250 moderately active correspondents, and with an average of six folders to a guide forty guides would be required to a drawer. This arrangement provides for maximum efficiency and is the standard on which every active file should be based. With this as a basis, it is comparatively easy to figure the requirements of a smaller or a larger system. For example, a concern having ordinary correspondence of a uniform volume with 1,000 correspondents, would require a four-drawer vertical file, a set of 160-division alphabetical guides, and 1,000 folders.

15. Ordinarily, however, the correspondence will not distribute evenly in the files. Most concerns have a limited number of what may be called *very active* correspondents, whose folders fill up rapidly. In such cases it will be advisable to divide the material into several folders, one for each month or whatever period is convenient, or to divide that concern's correspondence by subjects with a folder for each subject. There will be likewise a large number of *active* correspondents, for each of whom a single folder will be enough; there will also be a very large number of *miscellaneous* correspondents each of whom may furnish only one or two pieces of correspondence during a year. To take care of these latter, a folder marked "Miscellaneous" is placed in each alphabetical division. When five letters relating to one correspondent accumulate in the miscellaneous folder, they should be removed to an individual, or separate, folder and filed in their proper place. In case of letters of special importance or those that will be referred to frequently, it may be advisable to place even a single letter in an individual folder.

16. The variation in the volume of correspondence has an influence in determining the proper division of the alphabet to use and upon the number of guides and folders required.

For example, consider, as before, a business with 1,000 correspondents, but of whom 500 are in the active class, 25 very active, and 475 miscellaneous. Of the 25 very active, four accumulate three pieces of ordinary correspondence a day each, and one, whose correspondence is of a special nature, averages ten pieces of paper a day.

In this case, instead of having a folder for each correspondent, the 475 miscellaneous correspondents could be provided for by a miscellaneous folder in each alphabetic division. As the number of folders in the file would thus be considerably reduced, the use of a 100-division set of alphabetic guides would be permissible. Then, for the amount and kind of correspondence named, a satisfactory provision would be approximately as follows: A 100-division set of alphabetic guides; 100 miscellaneous folders (one for each guide division); 500 active, or individual, folders for the active correspondents; and extra folders for the very active. Probably 20 of the 25 very active will require an average of four folders apiece; and the correspondent that has ten pieces a day will require a folder a month for his ordinary correspondence and additional folders for each special subject involved. Special name guides should be provided for each of the 25 very active correspondents, and extra guides for that particularly active correspondent should be inserted where necessary. The special name guides not only support the folders and keep the files neat, but they set off prominently the names of the active folders so that they can be instantly referred to.

17. The miscellaneous folder should be either the one right behind the guide bearing the same alphabetic division or it should be the one right in front of the following guide. A rule should be established that it shall occupy one of these positions uniformly throughout the file; the latter position is the better, as it blocks off the division by having the guide at the beginning and the miscellaneous folder at the end. It also tends to cause the file clerk to look over the active folders before putting anything in the miscellaneous folder, which prevents one frequent cause of misfiling; that is, the putting of a letter into

the miscellaneous folder when it should have gone into an individual folder.

It will usually be found that no matter what alphabetic divisions for the guides are used, they will not fit exactly the conditions of the index; there will probably be some guides

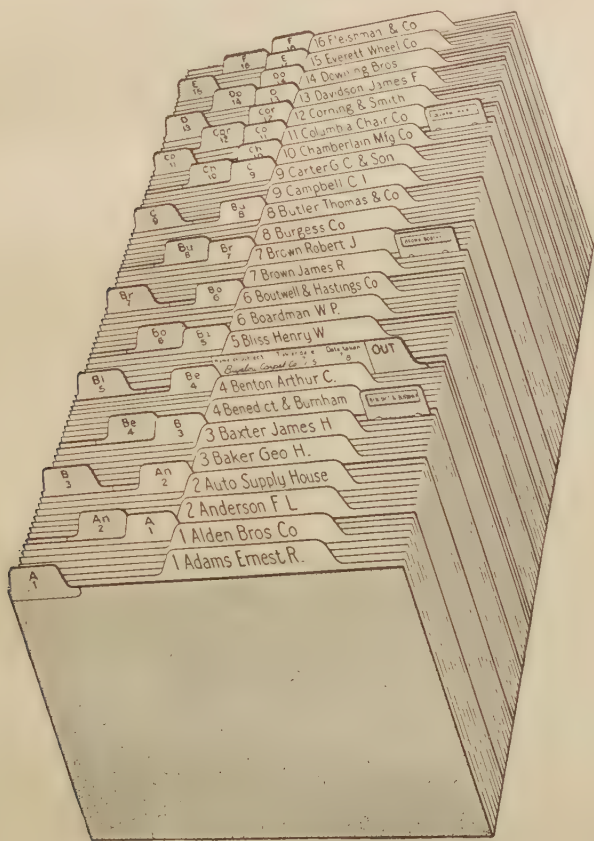


FIG. 7

for divisions for which no names will appear, and some guides will have to be supplied for divisions not provided for.

18. Features of an Alphabetic File.—The appearance of an alphabetical file of the earliest form has been

shown in Fig. 6, in which the miscellaneous folders in each division are distinguished by their color. In Fig. 7 is shown a modern type of alphabetic file. The tabs *A*, *An*, *B*, etc. of the alphabetic guides occupy the first two positions. The next, or third, position is occupied by the tabs of the miscellaneous folders, the lettering of each being the same as that of the guide of the division to which it belongs, but it is printed in another color. The wide tabs of the individual folders occupy the next row, the name of the correspondent or the title of the subject being written on the tab, or, better yet, typewritten on a gummed label and pasted on the tab.

The number of each alphabetical division is shown on the tabs of the alphabetic guides and the miscellaneous folders, and should also be shown on the tabs of the individual folders, as it acts as a check against misfiling. The last row to the right is for special name guides, which usually have a metal tip, or tab, in which is inserted the special name or title desired. An out guide, as shown in Fig. 7 next to the folder of *Benton, Arthur C.*, indicates that a folder has been taken out for some purpose; and the card inserted in the guide, which is of the form shown in Fig. 5, tells whose folder it is and who has it.

19. Method of Filing.—If, for example, a letter from Benrath & Co. is to be filed, the guide *Be* must first be found; the question then arises, has an individual folder been assigned to Benrath & Co.? If on examination of the *Be* section such a folder is found, the letter is filed in it; if none is found and there is no out guide showing that there is a folder for that firm but that it has been removed, the letter is put in the *Be* miscellaneous folder and grouped with any other Benrath letters that may be there.

It is very important that no folder should be removed from the file, even temporarily, without a proper out guide is left in its place; as in the absence of such, a letter that should be filed in an individual folder would be filed in the miscellaneous folder, then, later, when the individual folder is again in its proper place, it will be supposed to contain all the correspon-

dence of that firm, and the misfiled letter will be entirely overlooked.

A very important rule in filing is: *Take enough time to file right: the time to be saved is the finding time.*

20. One cause of misfiling resulting from hurry or carelessness is that the file clerk fails to spell out the name to be filed far enough to get it in the proper division of a largely subdivided alphabet. For example, the letter A in an 800-division index would have about twenty subdivisions, somewhat as follows:

Aa	Al	Ana	Arn
Ac	Alc	Ane	As
Ad	Alk	Ant	At
Ae	Alm	Ara	Au
Ah	Am	Arm	Av

A name like Allen might be improperly filed under *Alc* because the file clerk had not taken sufficient time to see that *Alk* is the proper place. As the number of the divisions in the index increases, the likelihood of such misfiling becomes greater.

21. The miscellaneous folders should not be allowed to become too full. If they do, one of two things is indicated, either the alphabetic subdivision provided for the file is inadequate, or individual folders are not being assigned for the accumulation of correspondence under the names or titles that should have them. No folder should be allowed to become too bulky; where correspondence is heavy, it should be divided into separate folders by months or subjects as previously explained.

22. Automatic Index.—The principles governing the method of guiding called the Automatic Index were fully described in the Section on *Indexing*. The same method of guiding is used in correspondence files, but on account of the greater bulk of folders as compared with cards, the tabs, or projections, on the primary and the secondary guides are arranged in slightly different positions from those described.

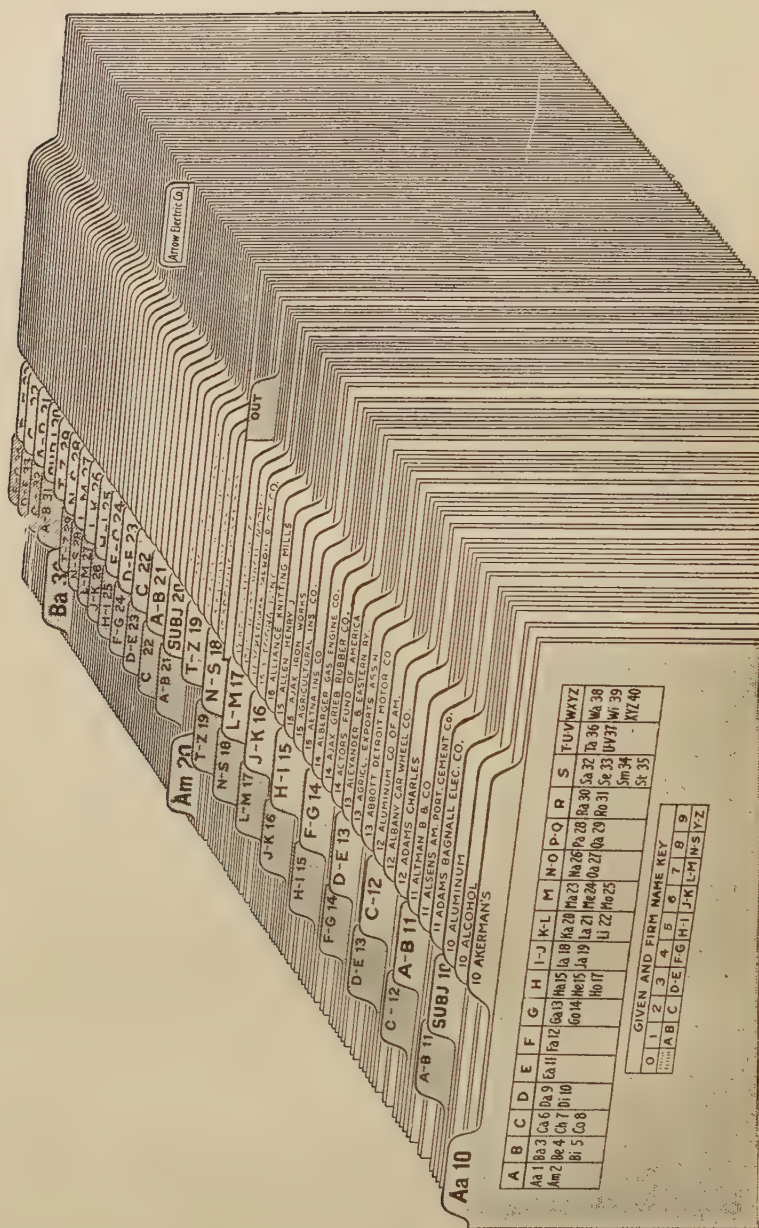


FIG. 8

Fig. 8 shows part of a correspondence file arranged according to the Automatic-Index principle. In the first position, at the left of the drawer, are the primary guides *Aa 10, Am 20, Ba 30, etc.* In the second position are the secondary guides, each group of ten being lettered as shown and numbered consecutively. In the third position are the tabs of the miscellaneous folders lettered and numbered to correspond to their respective secondary guides. In the next position are the wide tabs of the individual folders bearing the names of the correspondents. On each folder the number of the secondary group in which it is filed is written to the left of the name; thus the number is brought close to the numbers on the miscellaneous folders and on the secondary guides, and the numbers on all three must agree, therefore a misfiled folder would be very noticeable.

Special name guides in the right-hand position can be used if needed.

By the combination of the alphabetic and the numeric system, the letter is found by the alphabetic system, but the division to which the folder is to be returned is indicated by the number.

23. Expandex.—A patented method of filing, known as the Expandex, was described in the Section on *Indexing*. The method is applied to correspondence files with slight changes due to the different forms of the material filed. A correspondence file arranged according to this system is shown in Fig. 9. The system of main guides, which represent the first letters of the surnames, has the same number of alphabetical divisions as the one described in *Indexing*, and the arrangement of the auxiliary guides, which represent, respectively, the second and the third letters of the name, is similar also. The principal difference is the positions of the tabs of the miscellaneous and the individual folders, which are as shown. Special name guides would be used freely in such an index. In Fig. 9, miscellaneous folders are shown for groups represented by the main guides. If such folders should become too bulky, the contents would have to be divided into addi-

tional miscellaneous folders put in at the divisions made by the first auxiliary, or even the second auxiliary, guides.

24. Geographic Filing.—There are occasional instances where it is found desirable to file correspondence by the town in which the correspondent is located. While there are a number of such files in existence, most of them are maintained because of the fact that once having been established no one took the trouble to investigate the reasons for continuing them.

Only in very rare instances is a geographically arranged file necessary, and then but one factor determines it, and that

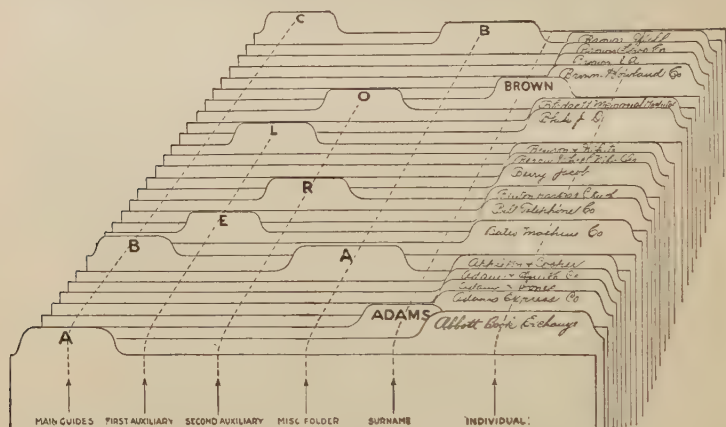


FIG. 9

is the paramount need of grouping the correspondents by towns. There may be many reasons why a concern would desire to have a record of names by towns, but that is no reason for making the correspondence files act as such a record. However, when there is no other way out, the same general rules applying to alphabetic filing are adopted. First in alphabetic order come the states, behind the states in strict alphabetic order are the towns, and alphabetically arranged behind the town guides are the individual folders.

Fig. 10 is a very good example of geographic filing. A few towns in Illinois are shown, the town guides occupying the

first three positions on the left of the drawer; tabs of individual folders take up the fourth position, and the tab of a miscellaneous folder for each town occupies the last position.



FIG. 10

The guides read Canton, Carbondale, Carlinville, etc. Behind the Canton guide are individual folders for J. Barney & Son, C. A. Carrollton, and Canton Lighting and Heating Co., all located in Canton. Miscellaneous correspondence from other

Canton correspondents is filed in the Canton miscellaneous folder, which shows at the extreme right. Miscellaneous correspondence for all the smaller towns (those too small or unimportant to be represented by a guide) which fall alphabetically between Canton and Carbondale (the next guide) would be placed in the Canton miscellaneous folder. Thus,

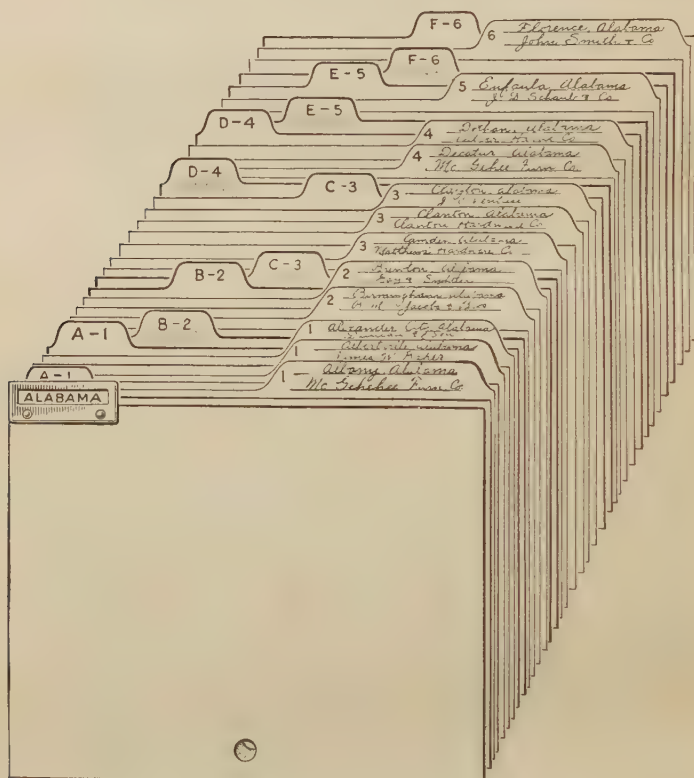


FIG. 11

correspondence of a miscellaneous nature from Capron would be filed in the Canton miscellaneous folder. If, however, the Eagle Manufacturing Co. of Capron should have enough correspondence to require an individual folder, its folder would be filed between the Canton miscellaneous folder and the Carbondale guide.

As occasion requires, additional town guides and miscellaneous folders can be inserted in their proper places. For example, a guide and a miscellaneous folder are written for the town of Carlyle and placed in proper alphabetic order; individual folders are then made out for the important names, as Allen & Briggs and Bowker Print Works, and used in the regular way.

Large cities, as Chicago in Fig. 10, are provided with a regular set of alphabetic guides to accommodate properly the additional individual and miscellaneous folders.

25. In Fig. 11 is shown a file arranged geographically by states with individual town folders filed alphabetically. It

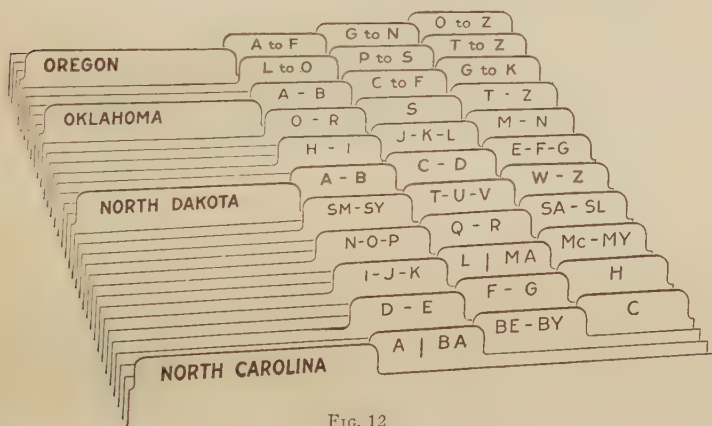


FIG. 12

will be noted that on each folder the name of the town appears at the top of the tab and a firm or individual name is written under it. There is also a stop guide at the end of each alphabetic group; thus the colored guide *B-2* shows the beginning of the group and the lighter guide *B-2* shows the end. No miscellaneous folders are here shown, but they could be used for any town where needed. The divisions for states are indicated by special metal-tipped guides as shown.

Fig. 12 shows another form of geographic file. The alphabetic divisions shown are somewhat condensed, but any desired division could be used.

NUMERIC FILING

26. General Description.—The numeric method of filing requires an alphabetical card or other form of index in order to locate the matter in the file. This is what is known as an indirect reference. While the various direct methods are gradually supplanting the numeric method, it still has many champions who are willing to submit to its limitations and inconveniences in order to avail themselves of its many satisfactory features.

The correspondence is filed in folders which are numbered and filed in consecutive order. Straight-edged folders, as

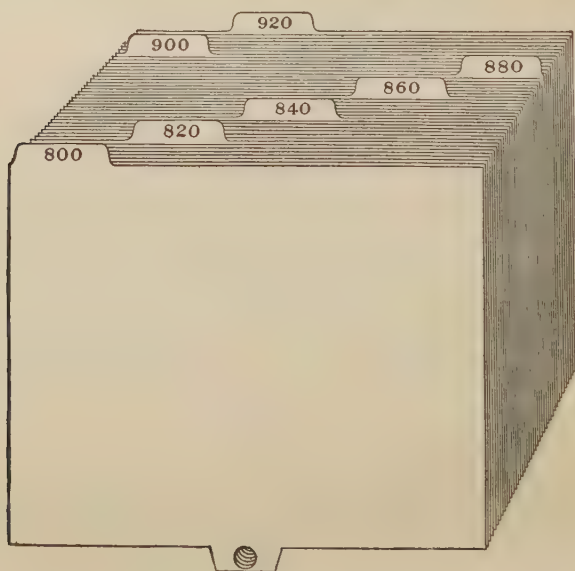


FIG. 13

shown in Fig. 13, are sometimes used, in which case the number is marked on the upper right-hand corner. Generally, folders cut out in tenths, as in Fig. 14, are preferred, because every number is in plain sight and reference can be made to any folder without handling the others. With either kind, guides are inserted every ten or twenty folders for con-

venience of reference and to hold the folders in position. Special metal-tab guides are usually placed at every hundred.

A card bearing the name and address is made out for each correspondent or subject and a file number, with which the number on the folder corresponds, is assigned to each. The cards are then filed alphabetically in a tray or cabinet, as in Fig. 15.

27. Upon receipt of letters, reference is made to the index, and if the correspondent's name is there, the file number is entered in the upper right-hand corner of the letter before the letters are distributed. Previous correspondence, if wanted, can be had instantly by referring to the number. The same

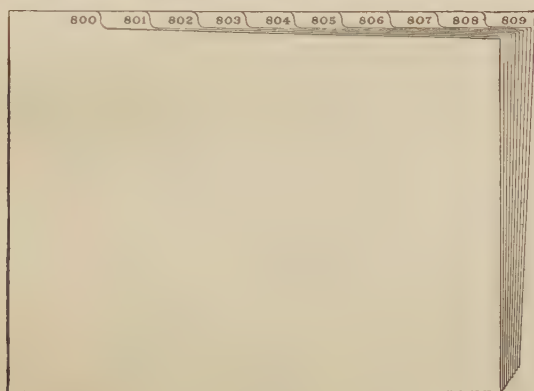


FIG. 14

file number is entered on the copy of the reply and on every piece of paper for the correspondent that enters the file.

When a letter is received from a correspondent for the first time, the correspondent's name and address are entered on a card, as in the case of J. Walter Ribsell in Fig. 15, and if there is likely to be further correspondence with him, the next unused number is assigned. In case of Ribsell this is 886 and the corresponding folder, No. 886, becomes his. All subsequent letters received from or about him, and copies of all letters sent to or about him, are marked 886 in the upper right-hand corner and placed in folder 886 in their chronological order, the latest in front. To look up Ribsell's corre-

spondence, it is only necessary to turn to the card index, which will show that his folder is No. 886.

28. In case of letters from or to persons with whom it is unlikely that there will be further correspondence, each name is listed in the index and given the number of a miscellaneous folder in which it is to be filed, one of which may be supplied for each letter of the alphabet as needed and numbered as other folders. Thus, miscellaneous for *A* might be number 10; for *B*, 15, etc. If miscellaneous folder *A* should become too bulky, it might be divided into 10*a*, 10*b*, 10*c*, etc. A better

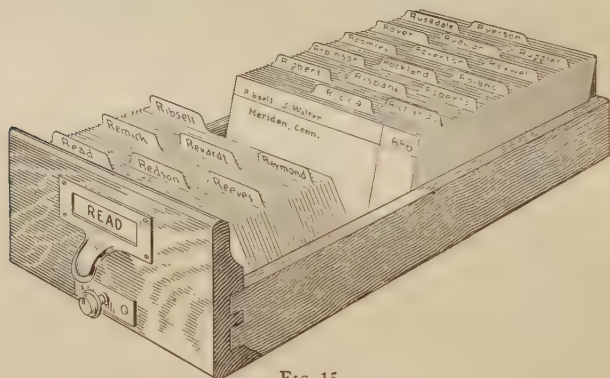


FIG. 15

way is to open several miscellaneous folders for *A*. Thus, the original *A 10* would be for letters *A* to *Aj* and would retain its number; another folder, *Ag-Ak*, might be given the number 952 for instance, and another *Al-Az* might be number 953. The same watch of the miscellaneous folders is required as in other methods of filing to see that an individual folder and a number are given to a miscellaneous correspondent if papers begin to accumulate for him.

29. Cross-reference, either by name or subject, may be provided for by use of cross-reference slips, which will be described later, or by inserting cards in the index in the proper places, which would carry the cross-reference information.

30. Advantages of the Numeric System.—Some of the good features of the numeric system are as follows:

Since access to the file is by number, no one can find a particular folder who has not access to the index; this provides a certain amount of privacy.

The index furnishes a complete reference list of names, addresses, etc., of all persons or firms with whom correspondence is exchanged. All peculiarities, exceptions, etc. can be noted and cross-referenced in the index and become a matter of perpetual record.

The index can be used for accumulating various kinds of information, such as the credit standing of a customer, etc. It can also act as a register of names and be used for circularizing. It can also be used to tie together all the records of a concern, such as the ledger, the credit file, the orders, duplicate bills, etc., by the same number.

The necessity for consulting the index is an aid to accurate filing, the complete cross-reference makes it possible to locate correspondence under as many different titles or subjects as are represented in the material, while the numbering of letters before distribution is a time saver for busy executives, as the material may be called for by number, the reference thus being direct and the service consequently more rapid and satisfactory.

The plan of numbering papers once for all from the index upon their arrival saves the time of every executive, department head or clerk. With all responsibility placed on one competent chief file clerk, less-experienced assistants are needed for the less-important work. Numeric filing provides for unlimited expansion and is the most accurate, rapid, and easily comprehended system known.

31. The **duplex-numeric** system of filing is described later under Subject Filing.

SUBJECT FILING

32. Where the subject matter contained in part or all of the correspondence is of greater importance than the name of the correspondent, the title of the subject should be the **primary factor of filing.**

Most careful and intelligent handling, a most complete preliminary study, and a thorough and efficient cross-index, are absolutely essential to a satisfactory subject file. Logical titles must be made up and a confusion of subjects carefully prevented.

33. Any of the previously described methods may be adopted in filing by subjects. The numeric file seems to be the most desirable, particularly when used in connection with the decimal or the duplex-numeric method. The numeric method is unqualifiedly recommended where there is need for extensive cross-indexing or where the names of the correspondents are also required.

34. The alphabetic method is applied to subject filing in exactly the same way as in name filing. The subject titles are written on the wide tab of the individual folders and the folders are placed in their proper alphabetic positions. The subdivisions of the subjects are placed in separate folders and filed immediately behind the principal folders with both the subject title and the subdivision title written on the tab.

Another method is to carry the guides of the main subject heading in the first position at the left of the drawer and use the second position for guides of the subdivisions, the tabs of the individual folders appearing in the third position. This would work out as follows:

MAIN GUIDE	SUBTITLE GUIDE	INDIVIDUAL FOLDER
Applications		Applications, Miscellaneous
	Bookkeepers	Applications, Bookkeepers
	Clerks	Applications, Clerks
	Stenographers	Applications, Stenographers

The numeric system is applied to ordinary subject filing in precisely the same way as described for correspondence filing, the subject title being the reference rather than the correspondent's name.

35. Duplex-Numeric System of Filing.—Where subtitles are numerous, the duplex-numeric system should be resorted to. This method provides a subnumber for each subtitle. For example, as shown in Fig. 16, in a file used for the same material as that in the preceding article, the subject

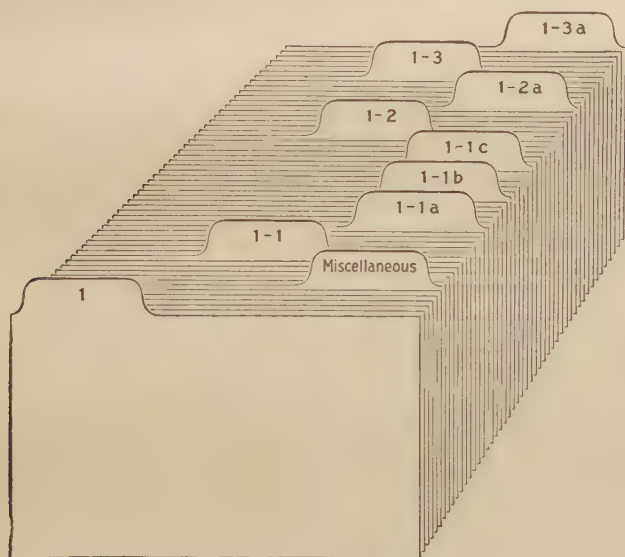


FIG. 16

Applications would be number 1 and a guide would be so numbered. Immediately following this would be the folder containing applications for bookkeepers, which would be numbered 1-1; that for clerks, 1-2; for stenographers, 1-3. Further subdivision could be made by adding a letter of the alphabet to the numbers; thus, applications for bookkeepers in the Main Office might be 1-1a, in the factory, 1-1b; in branch offices, 1-1c, etc.

This method provides great elasticity and convenience of reference, since as many principal subjects may be listed and

numbered as desired, and when the principal subject is once found in the file by its number, the subnumbers appearing there all together in their proper order indicate the various divisions of the subject.

36. Decimal Systems of Filing.—Various decimal subject systems of filing have been devised, the chief one being that worked out by Melvil Dewey and known as the Dewey Decimal Classification and Relativ Index, which has been described in the Section on *Indexing*. While probably not so satisfactory for many cases as the duplex numeric, this method has the advantage of grouping the subjects in their relations to one another. It also establishes definitely the class number for any subject, so that uniformity is possible throughout the various branches or departments of an organization. For this reason it has been adopted as the official filing method of the United States Government. The book of titles and a complete explanation of the application of the titles and numbers to subject matter is published and can be obtained from any bookseller.

Another book of decimal classification for the special use of railroads has been arranged by Williams and is in general use. Others for telegraph and telephone companies and other public service corporations have been published and can be obtained through the public libraries or book stores.

37. The Important Feature.—The one big and outstanding feature of any subject system is the selection and description of the titles. This can be done only by *one who has spent a great amount of time and thought upon it and studied the expressions common in the line of business for which it is to be used and also the personnel of the individual concern by which it is being adopted.*

Any one who has studied and mastered the general principles and methods of filing as explained in this and the preceding Section can apply them to subject filing.

CHRONOLOGIC FILING

38. In a chronological file the material is filed in the order of dates or time. Its principal value is in showing what action was undertaken at certain times in the past or in giving notice that certain work or documents are to be attended to upon certain dates in the future. A file used to bring up matters at some future time is often called a **tickler** or a **follow-up** file. Fig. 17 shows one form of such a file. The arrangement might apply either to a file of cards containing the necessary

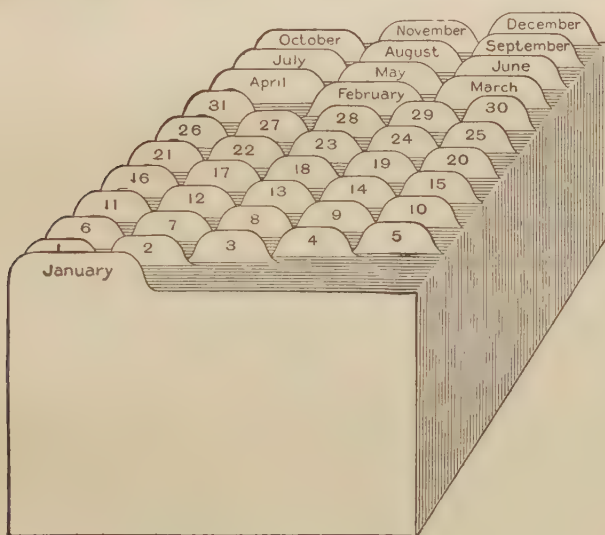


FIG. 17

memoranda, or a similar system of guide cards could be used with folders to contain any documents or correspondence that will require attention on any certain day in the future. For example, if a letter were written to a correspondent on January 1 and it is desired to follow it up with another on January 15 if no answer is received in the meantime, a copy of the letter could be filed in the folder for January 15, and as such a file would be consulted daily, the matter would automatically come up for attention at the proper time.

RULES FOR FILING

39. The satisfactory operation of any filing system depends upon the careful carrying out of certain rules that apply to the conditions found in all files. These rules are:

1. Anything worth filing at all is worth filing right.
2. File behind the guide, not in front of it. The guide is exactly what its name implies, and it is as ridiculous to file in front of it as it would be to number backwards from Second Street instead of forwards from First Street.
3. Assemble all records or letters of a similar nature in groups or folders, after first deciding whether such grouping shall be by name of correspondent, by subject, by place, or by a period of time.
4. In filing by groups as set forth in Rule 3, arrange the papers in their logical order of reference. In correspondence files it is a safe rule to arrange the letters by their dates (within the group) thus having the paper of most recent date the first to be seen when the folder is opened.
5. When filing papers of different sizes and shapes, or papers that are referred to in groups, always use folders.
6. In correspondence files, always file incoming letters and copies of outgoing letters belonging to the same group in the same folder. Do not maintain separate files for incoming and outgoing correspondence.
7. Do not crowd the files. Allow sufficient room for the gradual accumulation of papers for the current file period and keep the follow block adjusted to support the papers properly, thus maintaining neatness in the file.
8. Determine on a fixed period for running the current file, whether a year, six months, or by seasons, and do not deviate from that period.
9. Transfer only at the end of a fixed period. Do not transfer just because certain folders or groups become bulky. The most frequent reference is to active correspondence, and the more active it is the faster it accumulates; so by transferring at irregular intervals the active rather than the inactive papers are removed from the current file.

10. Files are maintained so that information may be accessible and speedily found. Remember always that the finding is the real test, not the filing.

11. Do not permit any one to file papers except the person responsible for the files.

12. Always keep the filing up to date. Do not allow papers to accumulate.

13. Insist that everybody in the organization, from the "Big Boss" down, treat the Filing Department with the respect to which it is entitled.

14. Do not practice false economy. The best cabinets, guides, and folders are the cheapest in the end, as the cost of operation will positively prove.

15. Keep a record of all papers removed from the file so you know who has them and when they were given out.

16. Every paper that belongs in the files should be *in the files* except for occasional reference, and not in somebody's inside pocket or desk.

17. In any filing system that makes use of a number, either to file by or to check by, the numbers should appear on the folders and should be written on every paper that goes into the folders. By doing this the purpose of the number is carried into practice.

18. No paper of any sort should be filed unless it has been initialed by some one responsible for attending to the matter involved by the paper. This rule if carefully carried out relieves the filing department of the blame for filing papers that have not been attended to.

DETAILS APPLICABLE TO VARIOUS SYSTEMS

40. Combinations of Systems.—In operating the various kinds of filing systems, it will often happen that conditions may make it desirable to combine with the system in use some of the features that may seem to be distinctive of some other type of filing. Such a condition may arise in a large organization in connection with the filing of interdepartmental or branch-office correspondence.

A little thought will usually show that such correspondence is of two kinds, correspondence with or about customers or prospects, and correspondence of an administrative nature—that is, referring to details of management of the business. The correspondence about the customer would naturally be filed with any other correspondence with or about the customer or prospect, and the administrative correspondence would go in the subject folder pertaining to the nature of the letter; therefore it is unnecessary to prepare folders for branch offices or departments except for reports or general information.

41. Use of Gummed Labels.—Neatness in a file is of great importance, and legibility of the names on the folders is

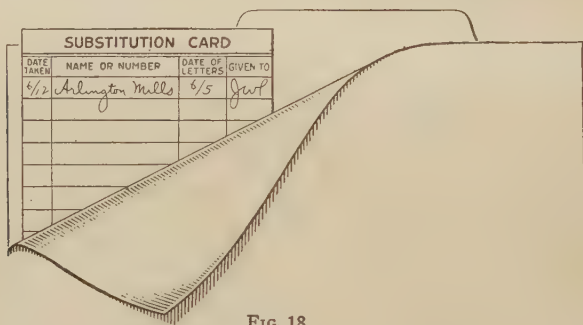


FIG. 18

essential to speedy and accurate filing and finding. Both these features are insured by the use of gummed labels for the individual folders. Such labels can be obtained made in strips, perforated so that each label may be easily torn off. The labels can be written on a typewriter and then folded over the top edge of the folder and stuck in place. The title should be written so that when stuck on the folder the name will come as near the top as possible. This makes for neatness and legibility and also reinforces the top edge of the folder where most of the wear comes.

42. Substitution Cards.—When one piece of paper is removed from a folder, a substitution card should be left in its place. The card projects above the front flap of the

the file signs a requisition for what is wanted on a form that is usually designed to fit the peculiarities of the particular business. Fig. 19 shows one form that has been used. Sometimes the requisition slip is made in the form of a card and inserted in an out guide, as was shown in Fig. 5, which is put

12 Adams Clothing Co.
See Adams Smith 18

NAME OR SUBJECT	CROSS INDEX		NAME OR SUBJECT	CROSS INDEX	
	NAME OR SUBJECT	FILE No.		NAME OR SUBJECT	FILE No.
<i>Adams Clothing Co.</i>	<i>Responsibility Card</i>	<i>177</i>			
<i>Adams Hardware Co.</i>	<i>Green Clothing Co.</i>	<i>278</i>			
<i>Adams Hardware Co.</i>	<i>Castle Journal</i>	<i>166</i>			
<i>Adams Hardware Co.</i>	<i>Castle Journal</i>	<i>378</i>			
<i>Adams Hardware Co.</i>	<i>Responsibility Card</i>	<i>57</i>			
<i>Adams Hardware Co.</i>	<i>Adams Smith</i>	<i>18</i>			
<i>Adams Hardware Co.</i>	<i>Bureau of Census</i>	<i>58</i>			
<i>Adams Hardware Co.</i>	<i>Castle</i>				

(b)

CROSS REFERENCE SHEET

NAME OR SUBJECT	FILE No.
<i>Castings</i>	<i>60</i>
SEE	
NAME OR SUBJECT	FILE No.
<i>Brett Hardware Co.</i>	<i>55</i>
DATE <i>May 5, 1911</i>	

(c)

FIG. 21

in place of the material removed, thus showing where the missing matter is.

44. Out Guides.—When a folder is removed from the files an out guide is put in its place. Frequently the guide card is ruled as shown in Fig. 20 for convenience in recording information as to who has the missing folder. Another form was shown in Fig. 5.

45. Cross-Reference.—When a letter involves more than one subject, it should be filed under the most important and cross-referenced under the others. Cards the size of a folder, as in Fig. 21 (*a*), may be used for the cross-reference. One or more such cards may be filed in the front of the file drawer or, if there is much cross-reference, one may be filed in each of the filing divisions. All the cross-references for that drawer or division would be listed on the card as shown.

Another method is to use a card shaped like the back of a folder, as in Fig. 21 (*b*); on the tab is placed the name or title, and below it a memorandum showing where the matter can be found. This card would be filed in its proper place like any folder.

Another method is to use a cross-reference sheet, as shown in Fig. 21 (*c*). This is placed in the folder.

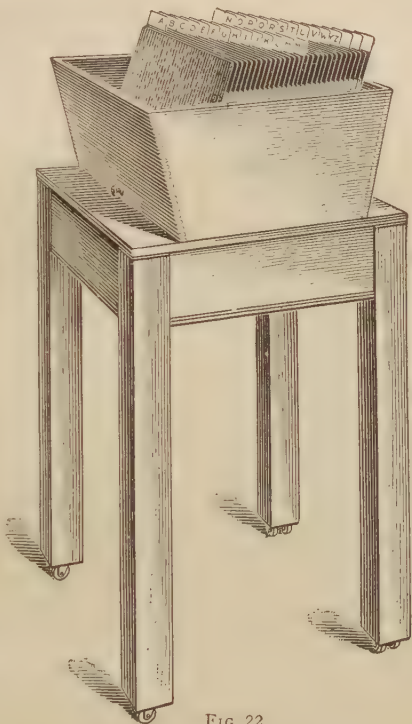


FIG. 22

46. Fasteners.

Unless special conditions render their use necessary, fasteners or pins or anything else that would make reference to correspondence inconvenient should be avoided. Pins catch in other papers and are a cause of misfiling. Fasteners and pins take time to handle, are an unnecessary expense, and produce an unsightly appearance in the file in addition to taking up room.

47. Sorting Tray.—When an extensive correspondence is to be filed in a large file, it can be handled to best advantage

by first sorting it in a sorting tray such as shown in Fig. 22. Such a tray contains a set of guides that duplicate those in the file, so that a bunch of mail can be quickly sorted among them and then transferred to the proper places in the file.

ADVANTAGES OF A CENTRAL FILING DEPARTMENT

48. Filing is a specialty, and satisfactory results can be obtained only by a responsible intelligent person. Private files kept by individual departments or executives are usually most unsatisfactory because of poor attention, and frequently letters that should be of interest to other departments are not given attention. Correspondence is lost in desks or pigeon-holes or inside pockets, sometimes for a long time, with the inevitable time-wasting hunting here and there through various departments to find papers, because no one knows just where they are.

A central filing department in care of an experienced person results in real economy of time and money. Papers are produced quickly and without interrupting any other work.

A central filing department, complete in detail, comprises the distribution and filing of all papers. Responsibility is at once placed. When papers are called for and not found in the file, the out guide tells who has them. If papers are not promptly returned to the file those holding them are called to account.

Prompt return of papers can be obtained through regular collections and there should be no excuse for piles of unfiled letters in the various departments. Everything should be kept filed to the minute.

Central filing may include correspondence, sales orders, purchase orders, cost sheets, freight receipts, bills of lading, manufacturing data, paid invoices, vouchers, statistics, blueprints, in fact any record pertaining to the business. The one great essential is a system and the proper administration of that system so that whatever is called for can be obtained at once.

Should there be any real cause for maintaining separate files for any of the papers or records, the application of the various principles and methods already discussed can be made to provide satisfactory results.

Should several different kinds of papers be filed in the same system, they can be brought together by the titles and yet kept separate by using either different-colored folders or colored gummed labels to distinguish them. Thus, the correspondence may be in a manila folder, credit information in a blue, orders in yellow, etc.

CATALOG FILES

49. While catalogs may be filed in a central filing department, there may be good reasons why they should not; but wherever they are kept, a special file will be required for them. The vertical file cabinet is the most convenient for the purpose.

50. The simplest and most satisfactory system of filing catalogs is the numeric. Folders are not necessary, but numbered guides of the strongest material may be used. A number is assigned to each vendor, or firm issuing the catalog, which number will be placed on every catalog received from that firm and the catalogs will be filed by number so that all those of one vendor will be found at the same place in the file.

Reference to catalogs is usually either by name of the firm issuing it or by the article described, therefore most complete reference may be provided by making two card indexes, as shown in Fig. 23, one by the names of the vendors, as in (*a*), and the other by articles described, as in (*b*). If the index is not very large the two may be combined in one.

51. Catalogs may also be filed by the alphabetic system. For a comparatively small number of catalogs, merely a set of strong guides for any desired alphabetic division will be used, and the catalogs will be filed back of these by the vendors' names.

For a large file requiring more detailed division, a system such as shown in Fig. 24 can be used. Here, heavy metal-tip

guides bearing the alphabetical divisions are shown at the right, with guides bearing the principal firm names at the left. Though folders are not used regularly in this file, they may

NAME American Glue Co.,		No. 83	
ADDRESS			
ARTICLES		SPEC. CAT.	PAGE
Sandpaper		D.L.	
Glue		"	

(a)

ARTICLE Sandpaper		
FIRM	ADDRESS	CAT. No.
American Glue Co.,		83
Armour Sandpaper Works		665
Austin & Eddy		17
Minnesota Min. Mfg. Co.,		92

(b)

FIG. 23

be used in case of a variety of small catalogs or for miscellaneous, as at *Bo*. Likewise, in case of catalogs issued weekly or monthly by a vendor, it might be advisable to divide them into folders covering certain months, as in the case of

Butler Bros. in the illustration. Any of the systems of alphabetic guiding already described could be adapted to such a file.

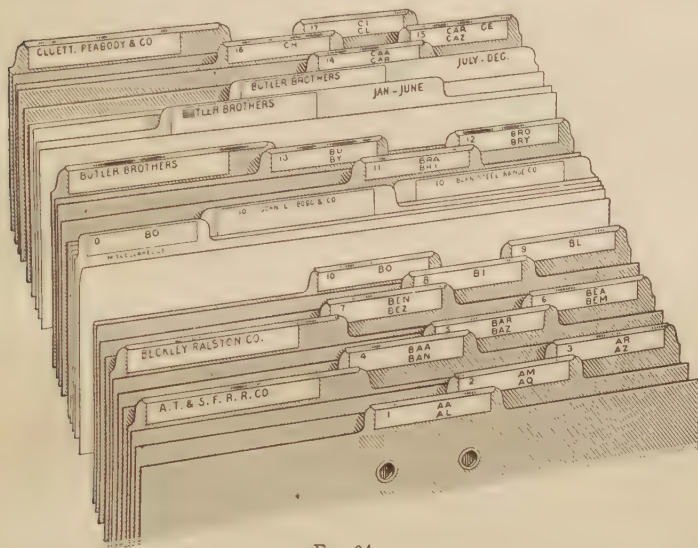


FIG. 24

It is well to provide liberal space for a catalog file; for catalogs accumulate rapidly and in many lines of business contain matter that does not soon become obsolete.

TRANSFERRING

52. Reason for Transferring.—The current files, that is, those in which material is filed from day to day, soon become bulky and filled with papers that are less and less likely to be referred to as time passes. The matter in these files must therefore be removed at regular intervals to *transfer* files where it can be conveniently referred to and kept for such length of time as seems advisable. How long shall old papers be kept, is a question that cannot be answered in general terms. Each business organization has its peculiarities, and these must be consulted and considered before any decision can be made on this question. The laws of the

various states should be consulted in regard to the Statute of Limitations as applied to contracts and judgments, as practically every paper in a file may have some bearing on a contract. The real test is the answer to the question: How far back is there occasion to refer to the papers? That being decided, it is good judgment to recommend the maintenance of transfer files for that period.

53. Method of Transferring.—Having determined first the period of the current files—that is, the length of time before the contents are to be transferred—and second, the length of time to keep the transferred files, the next thing to decide is upon the plan of transferring and the location of the files.

The best plan is to provide sufficient cabinets for the current file to maintain it for two periods, and to use the two upper rows of drawers for the current period and the lower rows for the previous period. In this way practically the entire reference is convenient, as it would undoubtedly be shown upon analysis that but very few calls a month are made for papers farther back than the preceding period. At the end of the first period the drawers are taken bodily out of the cabinets, the empty lower ones put in the top rows and the full ones from the top rows take the places of the ones removed.

It should not be necessary to purchase a complete new set of guides for this process, as the miscellaneous folders of any of the alphabetic or geographic systems would act as guides for the transfer file, as the reference to them being infrequent they would be relieved of constant handling. In a numeric transfer it might be well to put in a set of the cheaper guides.

When the second transfer period has arrived, transfer cases are purchased and the contents of the lower drawers are removed bodily to them; the cases are then properly labeled and removed to some place where they are easily accessible for reference; then the first operation is repeated. This process of transfer can be repeated indefinitely. When the time determined on for keeping transferred papers has elapsed, the papers in the oldest transfer cases are destroyed and the cases used over again.

54. Transfer Cases.—The best type of transfer case for this purpose is the unit-drawer style, shown in Fig. 25, which consists of a file drawer the same size as the drawer of the current files, but enclosed in a frame case that will permit of the cases being piled one on the other and bolted together so as to provide a rigid and safe stack. These can be obtained made either of wood or steel. The steel is preferable, as the wooden cases are cheaply constructed and break down under usage, while the steel ones, being built with stronger frames, will last for a long time and stand up under hard use.

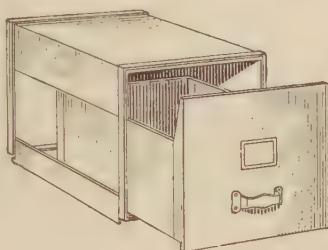


FIG. 25

55. Another Method of Transferring.—While the method just described is by far the most practical and is to be recommended as fitting the vast majority of filing systems, there is another method that is considerably used because of its one advantage, that it accumulates the transferred matter in the transfer file in precisely the same order as the papers

are brought together in the current file. This method, however, requires a great deal more time and work than the other.

The transfer cases described in the preceding article can be used for the method here described, but the pamphlet type of transfer case, shown in Fig. 26, is more convenient.

Sufficient of these transfer cases are obtained to provide for the contents of the current files; these are partly filled

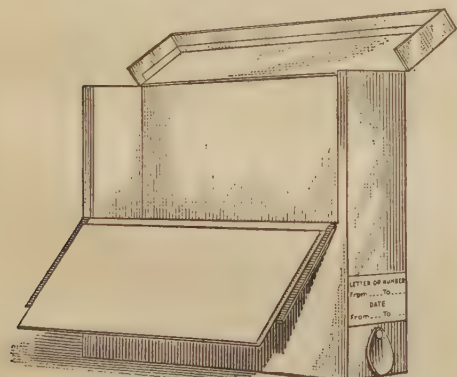


FIG. 26

with the folders to be transferred and are arranged on shelves in the logical order, with the number or letter of the first folder marked on the label. At the next transfer period this operation is repeated in principle by putting the second-transferred folders of the same number or alphabetical division in the same transfer case but right in front of those of the first period. For instance, if the first transfer case contains folders 1 to 10 or *A* to *Ad*, No. 1 folder of the second period is put in the 1 to 10 case right in front of No. 1 of the first period, No. 2 in front of No. 2 of the first period, etc., thus bringing together all the number ones, twos, etc.

When a transfer case becomes crowded, a portion of the contents is removed to a new case and placed next the old. As the first folder only is indexed on the transfer-case label, it is never necessary to relabel any box. This method produces instantly the whole accumulation of papers relating to any correspondent or subject.

56. The work of transferring may be done gradually, as the clerks have spare time, without interfering with the operation of the current file. Whatever method may be adopted, folders that have become full should never be removed from the current file before the time established for the regular transfer. Confusion is sure to result from such practice. Everything dating prior to the date fixed for the transfer should be transferred.

ANALYSIS AND RECOMMENDATION REPORTS

57. Having obtained a knowledge of the principles and methods of filing, it is desirable to make use of it; but in order to do so it is necessary to present that knowledge in such a way as to make a favorable impression on the person who is to employ you either to manage, establish, or reorganize his files. This would be most likely to be accomplished by an offer to make an analysis of the part of his business relating to filing and to submit a statement of conditions, with recommendations as to what is needed to be done.

As a basis for such a statement, a careful personal examination must be made of the different departments and methods and a detailed analysis must be made of the conditions existing. The personal examination is necessary, as it is seldom that a busy executive has such detailed knowledge of filing methods as to enable him to see and state clearly just what his problem is.

Success in impressing the executive and in final operation of systems recommended will depend on the accuracy with which the analysis is made. Unless based on exact knowledge of conditions and a broad view of the business as a whole, changes in existing methods are likely to have unforeseen and disconcerting results.

58. Points to Be Determined by Analysis.—The following is a list of information that should be disclosed by an analysis, this information being required of each file and each department.

INFORMATION TO BE OBTAINED

Department investigated.

Type of file (correspondence, order, bill, etc.).

Number of drawers in use.

Current file period.

- System used (alphabetic, numeric, etc.).
- Made by.
- If alphabetic, are numbers used with it?
- Any other use made of numbers.
- Are papers numbered before distribution?
- Guide arrangement.
- Arrangement of individual folders.
- Provision for miscellaneous matter.
- Are papers fastened together?
- How?
- Is it necessary? Why?
- Nature of material filed.
- Exceptions.
- Condition of files.
- How are papers out of the files controlled?
- How are the papers sorted?
- Number of pieces per day.
- Number of references per day.
- Amount of reference to old matter.
- Number of correspondents.
- How many active?
- How many miscellaneous?
- Method of transfer.
- Kind of transfer cases.
- Location of transferred matter.
- If numeric file, what kind of index?
- Does number appear on all papers?
- Percentage of reference by number.
- Percentage of reference by name or title.
- What information is recorded on index?
- Is index used for other purposes?
- What?
- Amount of cross-reference.
- How is cross-reference handled?
- Departments and individuals using files.
- Nature of their requirements.
- Number of people handling files, full time.
- Number of people handling files, part time.
- Other duties.
- Make sketch of floor space showing location of files in relation to departments or desks.
- Condition of cabinets.
- Number of cabinets.
- Condition of transfer cases.
- Number of transfer cases.
- Complaints.

59. Report and Recommendations.—Before writing your report and making your recommendations be sure that you have analyzed every file thoroughly, then make a careful study of your analysis so that you can answer intelligently and accurately any questions that may be asked; because no matter how completely you have described the conditions in your report there are sure to be some questions or points that will be raised when you present it.

Avoid complications and keep in mind that a simple, businesslike report is productive of the best results.

The nature of the report should be somewhat as follows:

Introduction.

Description of present conditions.

Recommendations regarding:

Central filing department.

General files.

Other files.

File-room layout and equipment.

Organization and functions.

Department files, if any, and recommendation whether to be retained or combined and how.

System to be used.

Reasons.

Sorting.

Requisitions.

Out guides.

Cross-reference.

General.

Closing paragraph.

60. Form of Report.—As an example of the general form of a report, the following specimen report is given. Such a report might be made under certain conditions.

SPECIMEN REPORT

A careful examination of your files and discussion with the various Department Managers of the problems arising in connection with them, have convinced me that certain changes are necessary to overcome your difficulties and to give the maximum efficiency in your filing department.

It has been my effort, in considering your problem, to keep in mind your individual needs and to make my recommendations from an unprejudiced standpoint.

If there are any points that I have not made clear in the report or that seem to require further discussion, I shall be glad to take them up personally with you at your convenience.

Description of Present Files.—I find that your present files consist of ten individual or departmental files containing correspondence with customers and prospects, copies of sales orders, branch-office and factory correspondence and purchasing-department correspondence.

No two of these files are similarly arranged. The main customers' file is numeric, the sales orders are filed by consecutive number, the branch office and factory by departments, and the purchasing-department correspondence is alphabetically arranged.

(Here give a brief description of each of these files.)

Recommendations.—The first step toward efficiency in your filing service is the centralization of all of the files and the placing of them under one control. This will make it possible to fix responsibility and, more important still, so to standardize the work that matters of a similar nature will be filed by the same standards. It also means one place, and one only, to turn to for material, with a consequent saving of the time of all who have occasion to refer to the file.

Economy both in equipment and cost of operating will be another result of centralization. Cabinet space can be utilized to much better advantage, the duplication of guides and folders will be avoided, while the efficiency developed by the filing staff almost invariably results in an actual saving in the cost of operation. These advantages I feel sure will more than offset any inconvenience caused by the removal of files from the departments.

(Here describe the arrangement for the proposed Central Filing Department, making a sketch of it if necessary, and outline the system of filing that you recommend, giving the reasons for your recommendations.)

Your filing department should operate as smoothly in the absence of the head clerk as in his presence. This can only be effected by training an assistant so that he will be fully competent to assume charge of the department and render as efficient service as under normal conditions.

The importance of placing a record in the file for every folder or paper removed cannot be too strongly emphasized. In a busy file room it is frequently neglected, with the result that when a paper is needed there is not only uncertainty as to where it is, or whether it has ever been in the file, but sometimes as to whether such a paper exists.

To overcome this condition, I suggest the use of a requisition card and an out guide. The requisition card would be made out and signed by the person calling for the correspondence or record, and would be slipped into the holder on the out guide, which would then be inserted in the file in place of the folder or paper removed.

The sorting of papers on a table or desk is a slow and unsatisfactory method, and as a rule makes reference to the unfiled material difficult. To speed up the sorting and facilitate the reference, I suggest the use of a sorting tray equipped with guides to conform with those in the file.

It is essential that papers should be sent to the files promptly, as it is impossible to render efficient service when material is held on desks for days and sometimes for weeks at a time.

There seems to be no reason in your case why all of the correspondence should not go directly to the files, provided a follow-up file is kept there.

This can be easily accomplished by marking the follow-up date on the upper left-hand corner of the letter and immediately sending it to the files. There a requisition card is made out and filed by date in a small box file or tickler file and the letter is filed. Each day the tickler cards for that date are taken out, the correspondence looked up, and sent to the proper person. This method permits of the material being kept in the file where it is accessible for reference should it be needed.

(A paragraph gracefully acknowledging the cooperation of the various individuals with whom you came in contact during the making of the analysis makes a very fitting close.)



